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THE IMPACT OF WORKING RELATIONSHIPS AND DELIVERY OF EVP IN THE EMPLOYEE TURNOVER PROCESS

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ABSTRACT

The rapid growth of the Indian Telecom Industry has significantly contributed to India's GDP. Retaining the best talent is emerging as a major focal area for organizations while managing a highly skilled workforce. The primary area of concern for this sector is the spiraling attrition rate that is currently hovering around the 25% mark. This study stems from the need to identify the factors that will enable an organization to retain its key resources and thereby ensuring its sustenance and growth in the global market place. The objective of this research is to analyze the cause and effect of the high attrition rate in the telecom sector and suggesting suitable remedial measures. This primary research, spread over two years, is based on the analysis of data garnered from 100 employees of a leading pan-India telecom player, within the State of Karnataka, using Stratified Random Sampling technique and a non standard structured questionnaire. The two hypotheses of this study were validated empirically using One-Sample Kolmogorov Smirnov test. The research findings indicate that Employee Turnover in organizations which deliver superior Employee Value Proposition have lower rates of attrition. The research also validates a long held belief that the working relationship of an employee with their reporting manager is also a trigger for Employee Turnover.

KEYWORDS

Attrition, Employee Value Proposition, Employee Turnover, Economic Value Added, Job Hopping.

INTRODUCTION

he Indian telecom industry has seen tremendous growth in the last 10 years due to the liberal policies of the government and the extensive need for communication. A conducive business environment, favorable demographic outlook and the political stability enjoyed by the country have contributed to the growth of the industry. The total number of mobile subscribers is expected to breach the 800 million mark by the end of the year 2012 accounting for an overall teledensity of around 70%. India is fast emerging as the telecom hub of the world in terms of the growing demand, size of demand and FDI inflows. The rapid growth of the Indian Telecom Industry has been contributing to India's GDP. With more and more players entering the industry, retaining the best talent is emerging as a major focal area for organizations in general and HR Managers in particular. Retention of employees remains a significant KRA of all Managers in an organization, owing to talent scarcity.

REVIEW OF LITERATURE

Extensive research has shown that the following categories of human capital management factors provides a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business (Henri Ongori, 2007) [6]:

- Employee Engagement The organization's capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employee's time is used, and the commitment and support that is shown to employees by the management. These factors would motivate employees to stay in the organization
- Knowledge Accessibility The extent of the organization's "collaborativeness" and its capacity for making knowledge and ideas widely available to employees would help in their retention. This accessibility of information would lead to strong performance from the employees and creating strong corporate culture Meaghan et al. (2002).
- Workforce Optimization The organization's success in optimizing the performance of the employees by establishing essential processes for getting work
 done, providing good working conditions, establishing accountability and making good hiring choices would retain employees in their organization. The
 importance of gaining better understanding of the factors related to recruitment, motivation and retention of employees is further underscored by rising
 personnel costs and high rates of employee turnover (Badawy, 1988; Basta and Johnson, 1989; Garden, 1989; Parden, 1981; Sherman, 1986)
- Job Involvement Describes an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his/her job (Kanungo, 1982). Involvement in terms of internalizing values about the goodness or the importance of work made employees not to quit their jobs and these involvements are related to task characteristics. Task characteristics have been found to be potential determinants of turnover among employees (Couger, 1988; Couger and Kawasaki, 1980; Garden, 1989; Goldstein and Rockart, 1984). These include the five core job characteristics identified by Hackman and Oldham (1975, 1980)
- o Skill Variety Refers to the opportunity to utilize a variety of valued skills and talents on the job
- Task Identity The extent to which a job requires completion of a whole and identifiable piece of work
- o Task Significance Reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organization
- Job Autonomy The extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides
- Job Feedback Refers to the extent to which the job provides information about the effectiveness of one's performance (Tor et al., 1997)

Research conducted under the rubric of organizational climate has had success in aggregating individual employee's perceptions and investigating their relationship to both organizational-level and individual-level outcomes (Schneider, White, & Paul, 1998; Zohar & Luria, 2005)[7]. Ostroff (1992), studying a sample of 364 schools, investigated the relationship between employees' attitudes and organizational performance. Ostroff found that aggregated teacher attitudes such as job satisfaction and organizational commitment were concurrently related to school performance, as measured by several performance outcomes such as student academic achievement and teacher turnover rates. This study indicates that satisfaction is an important social process factor that fosters organizational effectiveness. [8]

Ryan, Schmitt, and Johnson (1996) investigated similar relationships between aggregated employee attitudes, firm productivity, and customer satisfaction. The authors measured these relationships at two points in time from 142 branches of an auto finance company. Results indicated employee morale was related to

subsequent business performance indicators, customer satisfaction sentiments, and turnover ratios. Interestingly, they did find evidence suggestive of customer satisfaction as a causal influence on morale. [7]

In a unique study conducted by Harter et al. (2002), the authors conducted a meta-analysis of studies previously conducted by The Gallup Organization. The study examined aggregated employee job satisfaction sentiments and employee engagement, with the latter variable referring to individual's involvement with as well as enthusiasm for work. Based on 7,939 business units in 36 organizations, the researchers found positive and substantive correlations between employee satisfaction-engagement and the business unit outcomes of productivity, profit, employee turnover, employee accidents, and customer satisfaction. Based on these data, it seems clear that aggregated measures of employee satisfaction and employee engagement are meaningfully related to business outcomes. [9]

Schneider et al. (2003) report analyses of employee attitude survey data aggregated to the organizational level of analysis. They explored the relationships between several facets of employee satisfaction and organizational financial and market performance using data from 35 organizations over a period of eight years. Their results showed consistent and statistically significant positive relationships between attitudes concerning satisfaction with security, satisfaction with pay, and overall job satisfaction with financial (ROA) and market performance (EPS). One of the more surprising findings was related to overall job satisfaction and the performance criteria. Results demonstrated that the causal directionality flows from financial and market performance to overall job satisfaction. The relationship between satisfaction with pay and the performance indicators appeared to be reciprocal in nature. [10]

EMPLOYEE JOB SATISFACTION & ORGANIZATIONAL PERFORMANCE

The implicit belief both in academia and practice is that the relationship runs from employee satisfaction sentiments to organizational effectiveness and efficiency outcomes. The study conducted by Schneider et al. (2003) suggests that employees who are in higher performing organizations are more likely to be satisfied than those in lower performing organizations simply because their organizations are doing well. This implies that employees can derive satisfaction from the knowledge or feedback that their organization is performing well and is accomplishing its goals [8].

EMPLOYEE SATISFACTION

Given the fact that significant and practically important relationships exist between aggregated employee attitudes and organizational performance, it is important to question what factors contribute to satisfaction. The predominant view has focused on the situational context (e.g., supervisory support) as a cause of satisfaction and has argued that high-performance work practices and thus a positive working climate foster employee satisfaction (Bowen, & Ostroff, 2004; Wright, Dunford, & Snell, 2001; Wright, Gardner, Moynihan, & Allen, 2005) [11].

CONCLUSIONS

This review of turnover literature identifies a range of factors that have been shown to be consistently linked to turnover. These include organizational commitment, job satisfaction, alternative opportunities and reward and recognition. Evidence on the role of pay is still somewhat inconclusive, although keeping pay in line with market rates is certainly critical to retaining staff. Apart from age and tenure, personal characteristics of employees appear to have little relationship to turnover. Understanding the problem is the key to devising an effective retention strategy. Access to both quantitative and qualitative data is necessary for understanding levels of turnover across occupations, sites and for particular groups of employees as well as for identifying the underlying causes of turnover.

NEED/IMPORTANCE OF THE STUDY

It is extremely rare to find individuals who have risen to and retired from leadership positions after working their way through the ranks with a single organization. The quote "Nothing Lasts Forever" aptly describes the status of the current job market. Modern world and its trends has made job hopping a social phenomena worth analyzing & studying. Liberalization, globalization & privatization are providing a Job Hopper with multiple options. The Indian Telecom sector is the 4th largest telecom market after China, Japan and South Korea. The sector has been expanding & mushrooming by the minute and the organizational performance is directly linked to attracting, managing and retaining the best available talent in the market. There is a scarcity of qualified people and organizations attract the best brains from competition with high salary and attractive designations. [1]

STATEMENT OF THE PROBLEM – EMPLOYEE TURNOVER IN THE TELECOM SECTOR

Employee Turnover is defined as the ratio of the number of workers that had to be replaced in a given time period to the average number of workers while attrition is the reduction in staff and employees in a company through normal means, such as retirement and resignation. Employee turnover is a huge challenge and a potential impediment in organizational growth and success.

Employee Turnover and Attrition [2] represents significant costs and can make a quantifiable difference (financial) in organization performance. One of the primary reasons why employees leave organizations is their supervisor or team leader, [3] when they perceive a lack of trust or communication, relevant and timely feedback, appreciation and fair treatment. Sometimes it is the attraction of a new job or the prospect of a period outside the workforce that 'pulls' [4] them; on other occasions, they are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. In many cases the cause of attrition is a mixture of both the pull and push factors.

The purpose of this study is to understand the cause and effect relationship between the various organizational, process and personal factors that lead to employee turnover. To this effect, the specific problems related to employee turnover at the target organization in the State of Karnataka, are mentioned below:

- Erosion of talent resulting from the loss of high performers and critical resources
- Employee turnover at the Junior and Middle management level is quite high
- Overall Productivity takes a hit because of the outflow of the top performers and critical resources and learning curve effect¹ of the new entrants
- Lack of Motivation and low morale leading to an increase in Employee Turnover
- Increase in recruitment and training costs due to employee turnover
- Difficulty in retaining the skillful and youthful employees who have the skills which are in great demand in the industry
- Employee turnover levels in some specific businesses affect the morale, motivation level and productivity of the team. Morale deficiencies affect the organizational performance and sometimes, result in the 'ripple effect' [5]

Employee turnover implies certain direct costs such as recruitment & selection, training and other opportunity costs. In addition indirect costs due to lowered employee morale, quality of handholding and transfer of information, imbalance in work place equilibrium also accrue.

RESEARCH OBJECTIVES

The telecom sector currently faces attrition around the rate of 25%. The objectives of this study are to analyze the causes of the high attrition rate in the telecom sector while understanding their organizational impact and identifying suitable remedial measures. The efforts being made for employee retention by the

¹ The learning curve refers to a relationship between the duration of learning or experience and the resulting progress – Robert S Pindyck Daniel L

² The **ripple effect** is an education-related term associated with the studies of Jacob Kounin. It involves the effects that a reprimand in a group has on members of the group who are not the intended targets of the reprimand –Wikipedia

employers and the quantum of attention being given to this issue by practicing HR Managers, Academicians and Industry Leaders is significant. Hence this study has been undertaken with very specific purpose of determining the factors leading to employee turnover and how this could be best controlled. The hygiene and motivation factors, which are important for employee retention, will be highlighted so as to bring out the key issues that need to be addressed by organizations.

RESEARCH HYPOTHESES

Hypothesis 1 - Organizations with Effective Employment Value Proposition (EVP) enjoy significantly high levels of employee commitment and reduced Employee Turnover

Hypothesis 2 – The working relationship of an employee with their reporting manager impacts employee retention

RESEARCH METHODOLOGY

This study was conducted on the permanent employees of a leading telecom player in the geography of Karnataka. The employee turnover in terms of Business/Function/Department, time spent in the organization, geography, positions held, qualification, total experience, department, age and gender and the attrition of low and average performers within the State of Karnataka was profiled. The chosen sample size of 100 permanent employees is representative of the total population of the target company within the State of Karnataka. The data was collected using a structured questionnaire and analyzed using SPSS Statistics Ver. 20 package. The research design is summarized in Table 1.

TABLE 1 – RESEARC	H DESIGN
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S.N	Parameter	Value
1	Type of Research	Primary
2	Length of Study	24 months
3	Research Instrument	Structured, Non Standard Questionnaire
4	Survey Administration	Email, Telephonic, Personal
5	Instrument Validity Testing	Cronbach Alpha
6	Sampling Type	Stratified Random
7	Sample Size	100
8	Analysis	Descriptive, Pearson's Co-relation, Cronbach Alpha & One-Sample Kolmogorov Smirnov
9	Hypothesis Testing	One-Sample Kolmogorov Smirnov
10	Geography	Karnataka

RESULTS & DISCUSSION

The data collected through the administration of the structured data was collated and tabulated. The parameters, the tests employed and the tables listing the results are as listed in Table 2. The tabulated data (Table 3) provides insights into the key contributory factors to Employee Turnover within the target organization. This is illustrated in the figure 2. The data was subsequently analyzed using SPSS Statistics Ver. 20 software. The tests validated both the hypotheses. The major findings of the study and the recommendations for organizations are outlined in the following sections.

TABLE 2 – EMPLOYEE TURNOVER DATA ANALYSIS

Parameter	Test	Results
Descriptive Statistics	Skewness & Kurtosis	Table 4
Reliability	Cronbach Alpha	Table 5
Data Co-relation	Pearson's Co-relation	Table 6
Hypothesis Testing	One-Sample Kolmogorov Smirnov	Table 8
	Descriptive Statistics Reliability Data Co-relation	Descriptive Statistics Skewness & Kurtosis Reliability Cronbach Alpha Data Co-relation Pearson's Co-relation

TABLE 3 - EMPLOYEE TURNOVER - KEY FACTORS

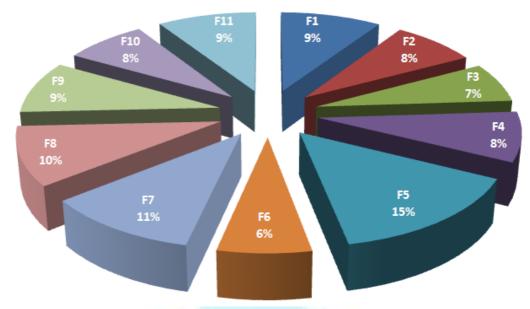
S.N	Factor	Ran	king				Weighted Avg.
		5	4	3	2	1	
1	Job Responsibility/ Authority/ Role Clarity	22	28	34	8	4	3.44
2	Compensation and Benefits	3	27	38	22	7	2.88
3	Rewards and Recognition	1	16	34	30	16	2.47
4	Work Environment and Culture	7	32	32	19	9	3.06
5	Performance Management & Career Opportunities	2	40	86	44	22	5.38
6	Hygiene Factors	1	13	32	33	19	2.38
7	Working Relationship with Reporting Manager	35	37	24	2	1	4
8	Organizational Value System	21	39	29	6	3	3.63
9	Recruitment and Selection process	6	37	40	14	1	3.27
10	Inter-departmental dynamics	2	27	37	20	10	2.79
11	Organizational EVA (Economic Value Added)	10	42	31	12	3	3.38

TABLE 3 - DATA INTERPRETATION

A Likert Scale was employed to record the responses to the administered questionnaire. The weighted average of the responses was calculated. The five key factors affecting employee turnover were:

- Performance Management & Career Opportunities
- Working Relationship with Reporting Manager
- Organizational Value System
- Job Responsibility/ Authority/ Role Clarity
- Organizational EVA (Economic Value Added in corporate finance is an estimate of a firm's economic profit being the value created in excess of the required return of the company's investors (being shareholders and debt holders).

FIGURE 2 - EMPLOYEE TURNOVER - KEY FACTORS



	GROUPS					
F1	Job Responsibility/ Authority/ Role Clarity					
F2	Compensation and Benefits					
F3	Rewards and Recognition					
F4	Work Environment and Culture					
F5	Performance Management & Career Opportunities					
F6	Hygiene Factors					
F7	Working Relationship with Reporting Manager					
F8	Organizational Value System					
F9	Recruitment and Selection process					
F10	Inter-departmental dynamics					
F11	Organizational EVA (Economic Value Added)					

TABLE 4 - EMPLOYEE TURNOVER ANALYSIS - SKEWNESS & KURTOSIS

	N	Range	Min	Max	Mean		Std. Deviation	n Variance Skewness			Kurtosis		
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error	
F1	5	30	4	34	19.20	5.748	12.853	165.200	191	.913	-2.359	2.000	
F2	5	35	3	38	19.40	6.454	14.433	208.300	.080	.913	-1.689	2.000	
F3	5	33	1	34	19.40	5.862	13.107	171.800	371	.913	675	2.000	
F4	5	25	7	32	21.80	5.669	12.677	160.700	582	.913	-3.200	2.000	
F5	5	84	2	86	38.80	13.951	31.196	973.200	.696	.913	1.077	2.000	
F6	5	32	1	33	19.60	6.013	13.446	180.800	413	.913	-1.214	2.000	
F7	5	36	1	37	19.80	7.794	17.427	303.700	284	.913	-3.033	2.000	
F8	5	36	3	39	19.60	6.809	15.225	231.800	.123	.913	-1.961	2.000	
F9	5	39	1	40	19.60	8.004	17.897	320.300	.337	.913	-2.886	2.000	
F10	5	35	2	37	19.20	6.160	13.773	189.700	.039	.913	-1.095	2.000	
F11	5	39	3	42	19.60	7.270	16.257	264.300	.662	.913	-1.622	2.000	
Valid N (listwise)	5												

INTERPRETATION

The descriptive statistics of the questionnaire responses is presented in the table. These include mean, standard deviation, skewness and kurtosis. Skewness is used for distribution analysis and is indicative of a sign of asymmetry and deviation from a normal distribution. Out of the 11 factors 6 indicate positive skewness while the remaining 5 factors are negatively skewed. Kurtosis is and indicator used in distribution analysis as a sign of flattening or "peakedness" of a distribution. Most of the factors have a Kurtosis < 3 which is indicative of a Platykurtic distribution, flatter than a normal distribution with a wider peak.

TABLE 5 - RELIABILITY ANALYSIS OF EMPLOYEE TURNOVER DATA CASE PROCESSING SUMMARY

		N	%
Cases	Valid	5	100.0
	Excluded ^a	0	.0
	Total	5	100.0

a. Listwise deletion based on all variables in the procedure.

RELIABILITY STATISTICS

Cronbach's Alpha	N of Items
.924	11

INTERPRETATION

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. The alpha coefficient for the table 3 data is 0.924 which indicates a very high internal consistency of the scale items.

TABLE 6 – PEARSON CORRELATION OF EMPLOYEE TURNOVER DATA

		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11
F1	Pearson Correlation	1	.614	.100	.481	.501	098	.827	.918 [*]	.829	.586	.809
	Sig. (2-tailed)		.271	.872	.413	.390	.876	.084	.028	.083	.299	.097
	N	5	5	5	5	5	5	5	5	5	5	5
F2	Pearson Correlation	.614	1	.816	.939*	.951*	.680	.146	.535	.920 [*]	.992**	.773
	Sig. (2-tailed)	.271		.092	.018	.013	.207	.815	.353	.027	.001	.125
	N	5	5	5	5	5	5	5	5	5	5	5
F3	Pearson Correlation		.816	1	-		.978 -	_	053		.816	.285
	Sig. (2-tailed)	.872	.092		.134	.037	.004	.459	.933	.363	.092	.642
Į.	N	5	5	5	5	5	5	5	5	5	5	5
F4	Pearson Correlation	_		.762	1		.643	.120		.865	.915	.782
	Sig. (2-tailed)	.413	.018	.134	_	.092	.242	.848	.389	.059	.029	.118
	N Danwar Camalatian	5	.951 [*]	.901 [*]	.816	5	.800	5	5 .328	5	5 055*	5 .571
F5	Pearson Correlation Sig. (2-tailed)	.390	.951	.901	.816	1	.800		.590		.955° .011	.315
	N	.390	.013	.037	.092	-	.104	.931	.590	.111	.011	.313
F6	Pearson Correlation	- VOS	68U	.978 ^{**}	.643	.800	5 1	5 - 610	256	340	.682	.092
. 0	Sig. (2-tailed)	.876	.207	.004	.242	.104	_	.275	.677	.576	.204	.883
	N	5	5	5	5	5	5	5	5	5	5	5
F7	Pearson Correlation	.827	.146	440	.120	054	610	1	.894 [*]	.503	.111	.648
	Sig. (2-tailed)	.084	.815	.459	.848	.931	.275		.041	.388	.859	.237
	N	5	5	5	5	5	5	5	5	5	5	5
F8	Pearson Correlation	.918*	.535	053	.502	.328	256	.894*	1	.821	.520	.916*
	Sig. (2-tailed)	.028	.353	.933	.389	.590	.677	.041		.088	.369	.029
	N	5	5	5	5	5	5	5	5	5	5	5
F9	Pearson Correlation		.920	.525	.865	.791	.340	.503		1	.912	.949*
	Sig. (2-tailed)	.083	.027	.363	.059	.111	.576	.388	.088		.031	.014
L.,	N	5	5	5	5	5	5	5	5	5	5	5
F1(Pearson Correlation		.992	.816		.955*		.111	.520	.912	1	.770
I	Sig. (2-tailed) N	.299	.001	.092	.029 5	.011	.204	.859	.369	.031	L	.128
E1.	ท LPearson Correlation	800 2	5 .773	.285	5 .782	D 571	.092	.648	01 <i>6</i> *	5 .949 [*]	270) 1
Г1.											1	1
ĺ	Sig. (2-tailed)	.097	.125	.642	.118	.315	.883	.237	.029	.014	.128	
L	N	5	5	5	5	5	5	5	5	5	5	5

^{*.} Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION

Pearson's correlation coefficient (r) is a measure of the strength of the association between the two variables. Pearson's correlation coefficient (r) for continuous (interval level) data ranges from -1 to +1. Positive correlation indicates that both variables increase or decrease together, whereas negative correlation indicates that as one variable increases, so the other decreases, and vice versa. There is a positive co-relation between most of the factors impacting employee turnover.

HYPOTHESIS TESTING

Hypothesis 1 - Organizations with Effective Employment Value Proposition (EVP) enjoy significantly high levels of employee commitment and reduced Employee Turnover.

Employee Value Proposition (EVP) is a term used to denote the balance of the rewards and benefits that are received by employees in return for their performance at the workplace. EVP is an employee-centered approach that is aligned to existing, integrated workforce planning strategies because it has been informed by existing employees and the external target audience. EVP must be unique, relevant and compelling if it is to act as a key driver of talent attraction, engagement and retention. It has become closely related to the concept of employer branding, in that it is being used to define the underlying 'offer' on which an organization's employer brand marketing and management activities are based [12]. The following figure 3 illustrates the concept of EVP:

FIGURE 3 - EMPLOYEE VALUE PROPOSITION

Rewards	Opportunity
Organization	Work
People	

Poor EVP delivery reduces an employee's intent to continue with the current organization. The seven key EVP measures are as listed:

- Compensation
- Future Career Opportunities
- Recognition
- Organization Growth Rate
- Organization Stability
- Development OpportunitiesWork Environment

An analysis of the primary data garnered on Employee Turnover (Table 6) reveals that the five major factors affecting employee turnover are Performance Management & Career Opportunities, Working relationship of an employee with their reporting manager, Organizational Value System, Job Responsibility/Authority/Role Clarity and EVA. These factors are the key contributors to EVP in an organization. The data collected was subjected to One sample Kolmogorov-Smirnov test (Table 7) which validates hypothesis 1.

Hypothesis 2 – The working relationship of an employee with their reporting manager is impacts employee retention.

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

A Gallup poll of more than 1 million employed U.S. workers concluded that the No. 1 reason people quit their jobs is a bad boss or immediate supervisor". The lack of strong leadership skills contributes significantly to attrition. The study also discovered that poorly managed groups were 50 percent less productive than those with strong and respected leaders, and that profits were reduced by 44 percent. It is said; employees join an organization and leave their managers. A 'bad boss' thus is one of the major causes for attrition. Lack of appreciation of individual excellence is a major cause of turnover in organizations. Another major reason for dissatisfaction is the partial treatment to a few employees. In addition many managers try to steal the limelight by taking credit for the work done by the team members. Non-appreciation and non-acceptance of an individual can have a negative impact on their performance.

From the data presented in table 6 it is evident that the employees working relationship with their reporting manager is the second highest contributory factor for employee turnover within the target company being studied. A One sample Kolmogorov-Smirnov test of the table 6 data validates hypothesis 2. The results of the test are presented in table 7.

TABLE 7 – HYPOTHESES TESTING OF EMPLOYEE TURNOVER DATA – KOLMOGOROV SMIRNOV TEST

Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of F1 is normal with mean 19.20 and standard deviation 12.85.	One-Sample Kolmogorov- Smirnov Test	.982	Retain the null hypothesis.
2	The distribution of F2 is normal with mean 19.40 and standard deviation 14.43.	One-Sample Kolmogorov- Smirnov Test	.985	Retain the null hypothesis.
3	The distribution of F3 is normal with mean 19.40 and standard deviation 13.11.	One-Sample Kolmogorov- Smirnov Test	.987	Retain the null hypothesis.
4	The distribution of F4 is normal with mean 21.80 and standard deviation 12.68.	One-Sample Kolmogorov- Smirnov Test	.704	Retain the null hypothesis.
5	The distribution of F5 is normal with mean 38.80 and standard deviation 31.20.	One-Sample Kolmogorov- Smirnov Test	.947	Retain the null hypothesis.
6	The distribution of F6 is normal with mean 19.60 and standard deviation 13.45.	One-Sample Kolmogorov- Smirnov Test	.966	Retain the null hypothesis.
7	The distribution of F7 is normal with mean 19.80 and standard deviation 17.43.	One-Sample Kolmogorov- Smirnov Test	.922	Retain the null hypothesis.
8	The distribution of F8 is normal with mean 19.60 and standard deviation 15.22.	One-Sample Kolmogorov- Smirnov Test	.976	Retain the null hypothesis.
9	The distribution of F9 is normal with mean 19.60 and standard deviation 17.90.	One-Sample Kolmogorov- Smirnov Test	.946	Retain the null hypothesis.
10	The distribution of F10 is normal with mean 19.20 and standard deviation 13.77.	One-Sample Kolmogorov- Smirnov Test	1.000	Retain the null hypothesis.
11	The distribution of F11 is normal with mean 19.60 and standard deviation 16.26.	One-Sample Kolmogorov- Smirnov Test	.828	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

FINDINGS

The major conclusions of the research study are as enumerated below:

- The primary Employee Turnover Factors based on their ranking are as listed below:
- Performance Management & Career Opportunities
- Working Relationship with Reporting Manager
- Organizational Value System 0

- Job Responsibility/ Authority/ Role 0
- Organizational EVA 0
- **Recruitment and Selection process** 0
- Work Environment and Culture 0
- Compensation and Benefits
- Inter-departmental dynamics 0
- **Rewards and Recognition**
- Hygiene Factors
- There is a strong positive co-relation between Performance Management & Career Opportunities and Compensation and Benefits, Rewards and Recognition, Work Environment and Culture, Hygiene Factors, Recruitment and Selection process, Inter-departmental dynamics & Organizational EVA
- Working Relationship with Reporting Manager has a strong positive co-relation with Job Responsibility/ Authority/ Role Clarity and Organizational Value System. It has a weak negative association with Organizational hygiene factors
- Organizational Value System has a strong positive co-relation with Job Responsibility/ Authority/ Role Clarity, Working Relationship with Reporting Manager and Organizational EVA
- Organizational EVA has a strong positive co-relation with hygiene factors
- Recruitment and Selection Process has a strong positive co-relation with Job Responsibility/ Authority/ Role Clarity, Compensation and Benefits, Work Environment and Culture, Performance Management & Career Opportunities, Organizational Value System, Inter-departmental dynamics and
- Work Environment and Culture has a strong positive relationship with Compensation and Benefits Rewards and Recognition Performance Management & Career Opportunities Recruitment and Selection process Inter-departmental dynamics Organizational EVA
- Job Responsibility/ Authority/ Role Clarity has a strong positive co-relationship with Working Relationship with Reporting Manager, Organizational Value System, Recruitment & Selection process and Organizational EVA

Telcom Organizations need to reduce their Employee Turnover by focusing on Employee Engagement Activities. A strong EVA will have positive impact on business performance.

RECOMMENDATIONS/SUGGESTIONS

- While monetary increase is often a valid reason to change jobs, individuals need to realize that work environment, long term career prospects, colleagues and organizational culture are equally important factors in determining an ideal job. Job hopping should be a mature decision carefully charted out after properly weighing varied factors like current job satisfaction, challenges, career development, organizational image, benefits and growth prospects. An individual should evaluate the suitability of the whole package rather than being blindfolded with short term benefits
- A two pronged approach is generally recommended to manage an organizations attrition rates. These include:
- Identify top performers & reward and recognize talent
- h. Non performers put on performance improvement plan

The table 7 presents a methodology for organizational attrition estimation and management.

TABLE 7 - ORGANIZATIONAL ATTRITION MANAGEMENT

Instruments	Predictors	Outcomes	
Existing Survey	Attrition	Retention Prediction	
People Processes	Development Initiatives	Bench Marking	
E Cumuous	Employability	Best Practices	
E-Surveys	Work Environment	Strong Employees	

- To achieve organizational goals, leaders must ensure employees perform at high levels. In this context it is imperative that the HR Manager of an organization understands the following:
- What motivates employees to work with commitment to the organization?
- What triggers superior performance?
- What actions drive employee retention?
- Line Managers directly control a majority of the effective drivers of employee performance and retention and play a critical role in the organization success. Managers must build employee engagement with the broader organization goals, thereby increasing employee discretionary effort and intent to stay. In this context it is essential that good managers should [14]:
- Amplify the good, filter the bad
- Connect employees with the organization and its success
- Instill a performance culture
- Connect employee's with talented co-workers
- Demonstrate a credible commitment to employee development
- Provide fair and accurate informal feedback on performance
- Highlight employees strengths in performance reviews
- Clarify performance expectations
- Leverage employee fit
- Provide solutions to day to day challenges

CONCLUSIONS

Indian telecom sector is one of the world's fastest growing telecom sectors and has been the key driver for India's high economic growth. The explosive growth in the telecom sector coupled with rapid innovations is throwing up not merely technological but a whole lot of management, regulatory and socio economic challenges. The Indian wireless market is one of the world's most competitive markets. This heightened competition has fuelled a price war between industry players thereby reducing their revenue streams. The high cost of technology, rising interest rates, low revenues, licensing scams, paralyzed decision making due to political instability are leading to a rapid erosion of the net worth of the major telecom players. In order to ensure sustained growth organizations need to adopt the ADIEU Model to boost employee morale and loyalty towards the organization. [14] The model includes the following:

- Development Initiatives Developmental activities within an organization
- Employability
- Work environment

Finally, organizational retention strategies should be centered on the following factors:

- Pay & Benefits
- Reward & Recognition
- **Providing Career Opportunities**
- Training and Skill Development

SCOPE FOR FURTHER RESEARCH

This primary research was limited to 100 permanent employees of a single telecom player within the State of Karnataka. Further studies would need to encompass the employees from leading pan-India telecom players, telecom equipment manufacturers as well as managed service providers. Further studies could also include outsourced and contractual employees.

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