



EMPLOYEE TURNOVER IN ORGANIZED SERVICES SECTOR IN DELHI & NCR

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ABSTRACT

Talented employee have been considered as long term assets for the growth of organizations and retaining them has become a challenge for HR managers .Services sector is significantly contributing to the growth of Indian economy and at same time is struggling with employee attrition problem. In this research descriptive research design have been used and through nonrandom quota sampling 600 employees from four industries have been interviewed with a structured questionnaire. Thirteen factors i.e. Perceived value for job, Organization Culture, Job Security and Growth opportunities etc are responsible for employee attrition.

KEYWORDS: Factors of employee attrition in IT & ITES, Banking, Insurance and Telecommunications Industry.

INTRODUCTION

Today's companies face a double- whammy of economic anxiety and employee turnover. Employee turnover has become a headache for HR managers. What this problem is called, some experts of management education named it as turnover, some has given name of attrition. According to F. Casico & W.Bourdeau (2008), people are major component of any business and the management of people is a major part of any manager's job .Attrition, in Human Resource Management terminology, refers to the phenomenon of the employees leaving the company. It is usually measured with a metric called attrition rate, which simply measures the no of employees moving out of the company (voluntary resigning or laid off by the company). (www.mbaskool.com/business-concepts/human-resources, 2013).

EMPLOYEE TURNOVER

Armstrong (2006) explained employee turnover is a normal flow of people out of an organization through retirement, career or job change, relocation, illness and so on. Jacobs (2012) has defined employee turnover as "the rate at which employees enter and leave a company in a given fiscal year. Employee attrition has been defines in two types of classification

VOLNTARY ATTRITION VERSUS INVOLNTARY ATTRITION

Voluntary attrition is defines as the movement across the membership boundary of an organization, which is initiated by the employee (Price, 1977). F.Casico & W.Bourdeau (2008) defined Voluntary attrition occurs when an employee resigns to pursue another career opportunity, relocate with family or simply leave the workforce for personal reasons. Retirement is a form of voluntary turnover action. Voluntary turnover is a serious problem for modern organizations because intellectual capital is increasingly critical for sustained

competitiveness (Boudreau & Ramstad, 2007; Lepak & Snell, 2002; Wright & McMahan, 1992)

Whereas Involuntary attrition, in contrast, is defined as the movement across the membership boundary of an organization , which is not initiated by the employee. (Price, 1977). According to F.Casico & W.Bourdeau (2008) it typically refers to an employment decision of employer to terminate the employee. In involuntary attrition or turnover, employment relationship ends based on the employer's circumstances, not the employee's decision to leave.

FUNCTIONAL TURNOVER VERSS DYSFUNCTIONAL TURNOVER

F.Casico & W.Bourdeau (2008) and Clark (2006) described functional attrition occurs when people leaving the firm are underperformers. Employee attrition is functional to extent that the employee's departure produces increased value. F.Casico & W.Bourdeau (2008) and Clark(2006) described dysfunctional attrition is the exact opposite of functional turnover, as the best employees leave.

According to Hewitt's Attrition and Retention Study Asia Pacific 2006, the no.1 reason for this growing attrition rate is compensation unfairness. 21% of the organizations who took part in the survey said that their employee left the organization because they got offers from other organizations offering better pay packages. The no. 2 reason was less growth opportunities and no. 3 reason was role stagnation.

Table no:1.1 Attrition in different sectors

Sector	Percentage of Attrition
FMCG	17
Manufacturing	20
Capital Goods	23
Construction	25

Employee turnover in organized services sector

Non voice BPO	25
IT-ITES	27
Telecommunication	30
Pharmaceuticals	32
Biotechnology	35
Services	40

Source: Hewitt's Attrition and Retention Study Asia Pacific (2006)

SERVICES SECTOR

Llovelock, Wirtz, & Chatterjee (2007) defined service is an act or performance offered by one party to another. "All economic activities whose output is not a physical product or construction, is generally consumed at the time it is produced and provides value added value in forms (such as convenience, comfort, timeliness) that are essentially intangible concerns of its first purchaser." (Zeithaml, Bitner, & Gremler, 2009)

CLASSIFICATION OF SERVICES SECTOR

It can be classified by using the country's own definition or by using the United Nations Central Product Classification (UNCPC) which is also being used as basis for international negotiations like the WTO. In India, National Industrial classification (NIC) provides classification for services. Since the services sector has evolved over the years and the modes of services delivery have undergone changes, the UNCPC and NIC have also

undergone changes. At present, NIC 2008 classification is used.

Table no :1.2 Services sector included in the National Industrial Classification 2008

1	Wholesale and retail trade: repair of motor vehicles and motorcycles
2	Transportation and storage
3	Accommodation and food service activities
4	Information and communication
5	Financial and insurance activities
6	Real estate activities
7	Professional, scientific and technical activities
8	Administrative and support service
9	Public administration and defense
10	Education
11	Human health and social work activities
12	Arts, entertainment and recreation
13	Activities of households as employers; undifferentiated goods and services providing activities of households for own use
14	Activities of extraterritorial organizations and bodies

Source: National industrial classification, central statistical Organization, Ministry of statistics and programme implementation (MOSPI), Govt of India ,2008 <http://mospi.nic.in>

Table: 1.3 Share of different sectors in India's GDP from 1950-2010 at constant price,

Sector	1950/51- 1959-60	1960/61- 1969-70	1970/71- 1979-80	1980/81- 1989-90	1990/91- 2000-01	2000-01- 2009-10
Primary/Agriculture	55.3	47.6	42.8	37.3	30.9	21.8
Secondary/Industries	14.8	19.6	21.3	22.3	23.3	24.5
Tertiary/Services	29.8	32.8	35.9	40.3	45.7	53.7

Source: Economic survey of India 2011-12 and CSO, MOSPI

LITERATURE REVIEW

Maertz & Campion (1998) have noted that there have been literally thousands of studies on attrition. Hom and Griffeth (1995) included samples from around 800 studies in their research of Meta analysis. Australia and USA has a long and distinguished tradition in the study of labor turnover. Majority of studies have been done after 1975. In the late 1940s, earlier studies by Kangan (1948a,b) focused on financial effects of turnover for organizations. March and Simon's (1958) seminal book, Organizations, marks the real beginning of the attempt to develop an overall theory explaining why people leave their jobs. According to them two factors i.e perceived desirability of leaving the employing organization (conceptualized as job satisfaction and organizational commitment) and the perceived ease of leaving the organization (conceptualized as quality of job alternatives) determine whether an employee leave or not. Talent has become the key differentiator for human capital management and for leveraging competitive advantage (Bhatnagar, 2003). With better talent acquisition, employee engagement improves and so does the productivity. Srivastava & Bhatnagar (2008) suggested companies should make efforts to build effective, practical and holistic talent strategies that are not only able to attract

talent but also address employee engagement and the retention of key skills thus boosting the productivity and business performance. Cappelli (2000) research on attrition problem suggested companies can improve job turnover and increase retention of their talented employees by improving on compensation, Job design, job customization, social ties with colleagues and location of office for employees.

Sonnentag and Frese, (2003) observed Job satisfaction and affective commitment over time enhance intentions to quit job. Balkin (1992) observed and stated restructuring of industries such as banking and increased level of competition is forcing executives to find ways to reduce the size of their workforces and run leaner organizations. Reward system is one of key approach to do employee separations effectively, by designing pay and benefits policies that support the need to manage outflow of human resources, management can minimize the costs and unpleasantness associated with terminating employees. Competition and lack of availability of highly talented and skilled employees make finding and retaining talented employees a major priority for organizations (Flegley, 2006). Human Resources play a significant role in reaching organization effectiveness and performance (Huseild, 1995). Martin & Schmidt (2010) have observed

in their study that one of research by (Corporate leadership council), have examined current practices of HR, they have studied 20,000 employees dubbed "emerging stars" in more than 100 organizations worldwide, exploring how they viewed their employers, how they were managed and how they reacted to changes in organizations. It was found that one in three million high potential employee admits to not putting all his efforts into his job, one in four believes he will be working for another employer in a year. One in five believes that his personal aspirations are quite different from what the organization has planned for him. Lang (2008) suggested that high attrition rates problems can be solved by working on factors like meaningful job (job pleasure or enjoyment), career path and money, as these three factors were found main considerations for employees to be in the company. Boxall, Macky, & Rasmussen (2003) stated that in terms of the reasons for employee turnover, study demonstrates that motivation for job change is multidimensional: no one factor will explain it. While interesting work is strongest attractor and retainer in labour market. There is a growing concern with work-life balance and relationship between co-workers and supervisors. Thite & Russell, Work organization, human resource practices and employee retention in Indian call centers (2010) in their research have observed that workers who consider that their current jobs are easily replaceable are significantly less likely to exhibit attachment to their employment in Indian BPO. Sanakk (2013) has observed that employees do not leave the organization without any significant reasons. Hence, what is a problem for one may be an opportunity for another. According to Siong et al. (2006), Grebner et al. (2003); Sharma and Jyoti, (2006), Kazemzadeh and Bashiri (2005), salary is a vital job related characteristic affects employees' liking towards a job, their satisfaction level and even their commitment to the organization.

Bisht & Singh (2012) explained that antecedents for attrition of employees vary with different levels of experience. His study came out with 11 factors i.e Remuneration, Career change, Dissatisfaction with performance appraisal system, Career advancement, Brand image, Organization stability, Job stress, Lack of autonomy, uncertainty in present working environment, Job availability in market, personal reasons which are responsible for attrition.

Qureshi, Sadia Arif, Lodhi, Dr. Imran, & Khalid, (2012) in their research which was done in Pakistan for textile industry focused on to find out relationship among job stressor, workload, work place environment and employees turnover intentions. Results depict that employee's turnover intentions are positively related with job stressor. With increase in job stress employees turnover intentions increases. If organizations are willing to retain their intellectual capital they must reduce the job stressors. Islam (2011) in his study focused on quality of work life (QWL) and on attrition. QWL is one of major parts for employee's motivation in organizations. Factor analysis was used and 8 factors emerged which are responsible for attrition i.e Degree of equitable rewards, degree of employment conditions, degree of enhance self-esteem of people, degree of career growth, degree of participative climate & team spirit, Degree of constitutional aspects,

degree of eminence in workplace, degree of social relevance of work. Research suggested that if improvement is done on eight factors which are responsible for attrition then QWL can be increased and attrition can be reduced.

Jauhari & Singh (2013) explored the impact of company's diversity strategy on employee's attitudes and behaviors at the workplace. The findings show that perceived organizational support mediates the positive relationship between perceived diversity climate and employee's organizational loyalty, after controlling for the demographic factors.

P & Radhakrishnan (2012) in their research found six factors by applying factor analysis i.e 1-work specific attrition explained 20.16% variance, 2-HR policy (12.40%), 3-Boss behavior (11.52%), 4-Prevailing economic forces (7.73%), 5-Fellow employees influence (4.29%), and 6-opportunities in the society (2.67%) for attrition.

Kanwar, Singh, & Kodawani, Work-Life Balance and Burnout as Predictors of Job Satisfaction in the IT-ITES Industry (2009) observed that work life balance and job satisfaction was positively related to each other, demotivation, exhaustion and meaninglessness were negatively related to job satisfaction.

Budhwar, Varma, Malhotra, & Mukherjee (2009) have observed that range of reasons like from monotonous nature of work, stressful work environment, adverse working conditions, lack of career development opportunities, to better job opportunities elsewhere emerged as a key causes of attrition in Indian BPO industry.

RESEARCH GAP

Despite the fact that there are number of attrition studies surveyed in abroad and India, following conclusion can be drawn for working purpose of the research. Literature has identified following main factors responsible for employee attrition which are Compensation offered by company and outside market, Working Environment, Work life balance, Job Stress, Growth opportunities, Role stagnation, Work load, Lack of organizational support, Job Security, nature of job and job dissatisfaction, influence of fellow colleagues, degree of social relevance of work and HR policy.

- The attrition problem has not been studied in depth in light of demographic variables so present study has focused on this area.
- The factors of attrition which came out through literature needs to be checked whether these apply in selected four industries i.e IT & ITES, Banking, Insurance and Telecommunications industries of Delhi & NCR in current time context.
- There has not been any study which has compared the four industries on factors of employee attrition problem in Delhi & NCR region.
- In India there has not been any research on the different sectors of economy particularly services sector which contributes maximum share in GDP. This research has focused on attrition in organized services sector of India, as it is evident from the facts available that services sector is a major contributor in

terms of GDP and growth So, it becomes important to find out the reasons of attrition to make this sector work progressively without distraction of problems of attrition.

Overall the Indian researcher literature suffers from distinct and a big gap relating to a lack of in-depth studies on attrition problem. This gap justifies the need to investigate the problem.

RESEARCH METHODOLOGY

This research has used descriptive research design to answer the objectives of study.

OBJECTIVES OF THE STUDY

To identify the factors of employee perception about attrition in four selected industries i.e. service sector including IT & ITES sector companies in Delhi & NCR and give suggestions for employee retention..

Sampling design process

Sampling design process involves following four steps

Target population

As the present study is concerned with services sector in India. In this research only organized and modern service has been taken as it is clear that productivity and contribution of modern services is more as comparison to unorganized or traditional services and moreover it is difficult to collect the data for unorganized sector. Four sub sector of organized modern services i.e. Banking, Insurance, Telecommunication and IT & ITES industry have been taken for study.

Sampling frame, Sampling Technique and sample size

In this research companies listed in Fundoodata.com, a private sector company which deals in providing data of different sector companies in India. There are 154 below mentioned companies in banking, insurance, telecommunication and IT & ITES sector which employees more than 500 employees in Delhi and NCR region. Nonrandom quota sampling has been used in this research. Quota sampling may be viewed as a two stage restricted judgment sampling .First stage consists of developing control category or quota .In second stage sample elements are selected based on convenience or judgment. In this study 5 companies from each sector i.e. IT & ITES, banking , insurance and telecommunication sector have been selected and 30 employees from each company are further asked to fill questionnaire. Total sample size of the study has been kept 600.

Table 1.4 Demographic profiles of respondents

Particulars	Frequency
1) Gender	
1) Male	432
2) Female	168
11) Marital Status	
1) Single	297
2) Married	303
111) Age	
1) 21-30	411
2) 31-40	168
3) 41-50	18
4) > 50	3

iv) Income	
1) < Rs 25,000	204
2)Rs 25,000-Rs 50,000	246
3) Rs 51,000-Rs 75,000	84
4) > Rs75,000	66
v) Experience in job	
1) < 5 years	366
2) 5-10 years	189
3)11-15 years	30
4) >15 years	15
vi) Edcation	
1) Graduate (BA,BSc,BCom,BCA)	156
2) Post Graduate (MA,MSc,MCom, MCA)	129
3) Professional (B-Tech./MBBA, PGDBM,/M-Tech)	315
vii) Occupation	
1) Junior management	201
2) Middle management	282
3) Senior management	27
viii) Industry	
1)IT & ITES,	150
2) Banking ,	150
3) Insurance	150
4) Telecommunication	150

DATA ANALYSIS

Reliability statistics

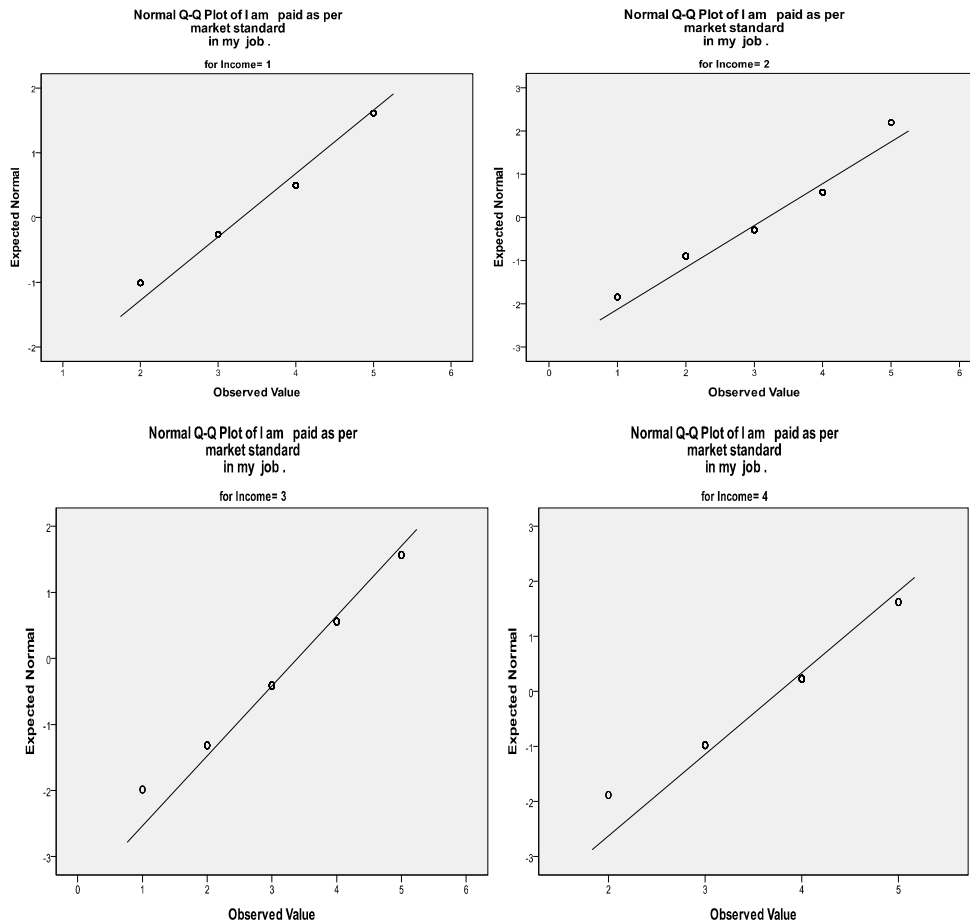
Cronbach's alpha is the most common measure of internal consistency ("reliability"). It is most commonly used when you have multiple Likert questions in a survey/questionnaire that form a scale and you wish to determine if the scale is reliable. We found Cronbach's alpha () =.914 where N=51 which indicates a high level of internal consistency for our scale .

Test of Normality

An assessment of the normality of data is a prerequisite for many statistical tests because normal data is an underlying assumption in parametric testing. There are two main methods of assessing normality: graphically and numerically. The approaches can be divided into two main themes: relying on statistical tests or visual inspection. Statistical tests have the advantage of making an objective judgement of normality, but are disadvantaged by sometimes not being sensitive enough at low sample sizes or overly sensitive to large sample sizes. As such, some statisticians prefer to use their experience to make a subjective judgement about the data from plots/graphs. Graphical interpretation has the advantage of allowing good judgement to assess normality in situations when numerical tests might be over or under sensitive, but graphical methods do lack objectThere are four methods or tests available to check the normality of data through SPSS i.e Kolmogorov-Smirnov Test and Shapiro-Wilk Test (K-S Test), Skewness and Kurtosis, Histograms and Normal Q-Q Plots. (Testing for Normality using SPSS) To check the normality of data Q-Q plot grapg has been observed between dependant variable i.e one statement (I am poaid as per market standard)and independent variable

i.e income group (where 1= < Rs 25,000) ,2=Rs 25,000- Rs 50,000 ,3= Rs 51,000-Rs 75,000 and 4= > Rs75,000).

It has been cleared that values are lying near to the line, so data is normally distributed.



According to theory of Central Limit Theorem if $N > 30$ then data is normally distributed (Bajpai, 2012).So it can be assumed through this theorem that data is normally distributed.

Factor analysis have been used for data reduction and summarization .Below is given the results for **KMO and Bartlett's Test**

Table 1.6 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.813
Bartlett's Test of Sphericity	Approx. Chi-Square	5474.199
	df	1275
	Sig.	.000

Kaiser-Meyer-Olkin : measure of a sampling adequacy has been used to compare the magnitudes of the observed correlation coefficients in relation to the magnitudes of the partial correlation coefficients. Large KMO values are good.Since the value of KMO has been observed 0.813, we can say data is well correlated. The thumb rule is nearer the value towards 1 higher is degree of correlation.

Bartlett's test of sphericity: has been used to test the hypothesis that correlation matrix is an identity matrix (all diagonal terms are one and all off-diagonal terms are zero). If SIGNIFICANCE (less than .05) then hypothesis should be accepted and observed value of significance is .000. i.e. all items are perfectly correlated with themselves (one) and have some level of correlation with other items. From the Rotated component Matrix 13 factors have been extracted. From the Total variance explained box it can be concluded that 69.378 % of data is used during rotation, which means 30.73 % of data is lost during rotation .

Employee turnover in organized services sector

Table 1.7 Rotated components Matrix

S.no.	Factors	Statements	Loading	Variance
1	Perceived value for job	I would strongly recommend this job to my friends and relatives.	.781	12.132 %
		I am generally satisfied with the kind of work I do on this job.	.741	
		I am satisfied with the variety of activities my job offers.	.695	
		All things being equal, I will choose my present job again.	.670	
		I love to come to my job every day.	.565	
	Organization Culture	I feel proud about my work.	.538	
		The work allotted to me is interesting.	.528	
		The overall work culture promotes happiness among the employees.	.525	
		I feel self-motivated in my job.	.520	
		I experience joy in my work.	.512	
2	Job Security	People in my organization have left due to non-cooperative work behavior of colleagues.	.833	7.598%
		People in my organization have left due to unfavorable work culture.	.816	
		People in my organization have left due to the behavior of their Boss with them.	.776	
		People in my organization have left due to the lack of a comfortable working environment.	.725	
3	Job Security	People in my organization have left due to improper promotion policies.	.705	6.792%
		People in my organization have left due to the inconvenient location of the office.	.646	
		I am satisfied with the security my job provides to me.	.746	
4	Growth opportunities	There is a job security in my job.	.718	5.907%
		I am satisfied with the freedom I have to do what I want on my job.	.593	
5	Working Environment	I fee equality in job	.512	4.954%
		There are ample opportunities available for internal promotions in my company.	.766	
6	Compensation	I am sure of career growth in my company	.725	4.342%
		There is empowerment in my job role	.504	
7	Job targets	I am satisfied with the environment of my organization.	.728	4.290%
		There is effective supervision in my job.	.544	
8	Role stagnation	I am satisfied with the opportunity my job provides me to interact with others.	.525	3.928%
		I am paid as per market standard in my job .	.893	
9	Work life balance	I am satisfied with the pay I receive for my job.	.881	3.464%
		My company promotes team work.	.659	
10	Job Stress	There are appropriate targets set by company for my job.	.553	3.405%
		My company provides adequate training and learning opportunities related to my job	.514	
11	Learning opportunities	My role is stagnant in job	.766	3.356%
		My job is monotonous in nature.	.675	
12	Organization politics	My job fits well with the constraints set by my family	.774	3.116%
		There is stress in my job.	.779	
13	Outside attractive pay offers	There is an opportunity to develop multiple skills in my job.	.682	3.058%
		Amenities of housing allowance ,conveyance, medical benefits , Provident fund is provided in my company	.542	
		I am satisfied with number of casual and medical Leaves provided by company.	.647	
		Office politics is largely existing in my company	-.504	
		I will change the job if immediate gains in salary are offered by market.	-.757	

CONCLUSION & RECOMMENDATIONS

It has been found that employees working in organized services sector i.e IT & ITES , banking , insurance and telecommunication industries in Delhi & NCR think following thirteen factors i.e Perceived value for job ,organization Culture , Job Security, Growth opportunities ,Working environment,Compensation,Job targets ,Role stagnation, Work life balance ,Job Stress,Learning opportunities ,Organization politics and outside attractive pay offers are the reasons of employee turnover.HR people should focus on these factors to improve the employee retention .It has been observed that employees also started viewing lack of learning opportunities to develop their multiple skills provided by company and office politics are reason to leave the organizations , which are findings unique to previous literature studied.

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Appendix

Rotated Component Matrix ^a														
	Component													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
I am paid as per market standard in my job .						.893								
I am satisfied with the pay I receive for my job.						.881								
Amenities of Housing allowance , conveyance, medical benefits, Provident fund is provided in my company											.542			
I will change the job if immediate gains in salary is offered by market.													-.757	
I am satisfied with number of casual and medical Leaves provided by company.												.647		

There is ample opportunities available for internal promotions in my company.				.766										
I am sure of career growth in my company.				.725										
There is empowerment in my job role				.504										
My company provides adequate training and learning opportunities related to my job							.514							
My role is stagnant in job								.766						
I experience joy in my work.	.512													
The work Allocated to me is comparable to my qualifications.														
There is an opportunity to develop multiple skills in my job.										.682				
The work Allotted to me is interesting.	.528													
My job is monotonous in nature.								.675						
There is a job security in my job.			.718											
My job offers me the opportunity to share my knowledge with others.														
There is stress in my job.										.779				
My superior behaves well with me in company.														
My job fits well with the constraints set by my family.									.774					
My working hrs are regular														

Employee turnover in organized services sector

My achievement Are recognized in the organization.														
My company has compatible policies.														
There is effective Supervision in my job.					.544									
Office politics is largely existing in my company														
My colleagues Support me in my job.														
There are appropriate targets set by company for my job.														
M y company promotes team work.														
I perceived high value about my job.														
I feel proud About my work.	.538													
I feel self motivated in my job.	.520													
I feel equality in job				.512										
There is Autonomy in my job.														
Medical problem is main reason for attrition in my company.														
The layout and comfortin sitting arrangement leads to increase in satisfaction in job														
I love to come to my job every day.	.565													
I would strongly recommend this job to myfriends and relatives.	.781													
All things being equal, I will choose my present job again.	.670													

I am generally satisfied with the kind of work I do on this job.	.741													
I am satisfied with the variety of activities my job offers.	.695													
I am satisfied with the freedom I have to do what, I want on my job.			.593											
I am satisfied with the opportunity my job provides me to interact with others.					.525									
I am satisfied with the environment of my organization.					.728									
I am satisfied with the security my job provides to me.			.746											
The overall work culture promotes happiness among the employees.	.525													
People in my organization have left due to unfavorable work culture.		.816												
People in my organization have left due to the behavior of their Boss with them.		.776												
People in my organization have left due to non cooperative work behavior of colleagues.		.833												
People in my organization have left due to improper promotion policies.		.705												

Employee turnover in organized services sector

People in my organization have left due to the inconvenient location of the office.		.646												
People in my organization have left due to the lack of a comfortable working environment.		.725												
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.														
a. Rotation converged in 53 iterations.														