

Infant attrition in Indian IT Sector: An Indication

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Abstract- This research aims at understanding the cause and effect relationship between infant attrition and employee satisfaction. It also evaluates relationship and impact of Job description discrepancies, organization leadership style, stress and employee discrimination on infant attrition. The sample consists of employees from IT sector all over India. A structured questionnaire and informal interviews are used to collect primary information from the respondents. Correlation was used to establish relationship between various variables and infant attrition using SPSS version 21. It was found that attrition is higher among the entry level management which is below the age group of 40 years. To check infant attrition some measures like profile mapping tools, strong retention policies etc.

Index Terms- Infant attrition, IT Sector, job description discrepancy, Lower level management.

I. INTRODUCTION

Infant attrition talks about the attrition of employees within first six months of their joining or within the probation period of newly joined employees in an organization.

Due to various reasons employees use to leave the organization within the six months of their joining or within the probation period of employees. Employee satisfaction is most important for an organization, if the employees are not satisfied then the productivity of the employees hence the organization will go down and dissatisfaction will lead to employee attrition in an organization.

Human Resources Management (HRM) has lots of challenges in the modern competitive corporate world especially in case of IT sector. Infant attrition is a major issue for an organization which affects the flow of organization, it affects the company's brand name also.

Infant attrition leads to rise in cost which is 3 to 8 times of salary promised to pay during the period of training or during first six months of joining. If the employees quit the job within the probation period the cost incurred for those employees during recruitment and selection, training and development will become idle cost for the organization from which there will be no return to the organization. For which again the organization need to spend additional money to search for the recruitment of employees to fulfill those vacancies occurred because of infant attrition and for their training and development in the organization.

There are many factors which lead infant attrition in an organization such as-

- Job description discrepancy
- Organization culture
- Stress
- Employee discrimination, etc

Job description discrepancy

Job Descriptions are written records of job duties and responsibilities and they provide factual basis for job evaluation.

A Job Description will generally describe the work performed, the responsibilities involved, the skill or training required, conditions under which the job is done, relationships with other jobs, and personal requirements on the job.

Objectives of job description are as follows-

- Efficient organization of jobs
- Proper recruitment and staffing in the organization
- Setting job standards
- Assigning jobs and communicating to people
- Performance appraisal of people
- Helps in employee reward system

Job description discrepancy is a major reason for attrition especially infant attrition in the lower level of management in the age group of 20-40. Due to the job description discrepancy newly joined employees use to leave the organization.

Organization culture

It is also one of the factors which raise the infant attrition in an organization. If the organization culture is not suitable for the employees, then employees will not be comfortable in the organization. Organization environment should be good to retain the employees.

Stress

Due to the stress employees use to quit their job. Over burden of works, rules and regulation leads to employees' stress which compel them to quit the job.

Employee discrimination

In an organization there should not be any discrimination among the employees regarding religion, caste, race, gender. Every employee should be equally treated in the organization to create a good environment in the organization which is good for the organization and it helps to retain the employees.

Due to the employee discrimination in the organization attrition take place which is not a good signal for the organization.

Information Technology (IT) sector is emerging sector in the modern age of corporate world. The revolution in information technologies has facilitated the globalization of the economy, business, finance and culture. The shape of the Indian Information Technology (IT) industry has changed dramatically in the recent decade.

Use of information technology is increasing day by day. India especially in Bangalore there are so many IT companies available like Infosys, Wipro, Tata Consultancy Services, Oracle, Dell, IBM, Microsoft, Accenture, Cognizant and many more.

Bangalore is the 4th largest technology cluster in the world after Silicon Valley, Boston, and London. The employees of the Information Technology sector are very responsible for their services they need to be very keen in their works.

Human resource management should be very active in an organization to control the infant attrition. Infant attrition affects a lot to the organization which leads to-

- a. Rise in cost of the organization because the company loses on the amount it spent to recruit and select these employees and to train them for their respective jobs without any return.
- b. It affects the flow of the organization.
- c. It affects the productivity of the organization.
- d. It wastes the time of the organization for recruitment and selection.

To control infant attrition it is important to know the reason why the employees quitting their job in the probation period. It may be because of job description discrepancy, organization culture, stress, or employee discrimination.

The organization needs to provide such environment and facilities which can make employees feel good in the organization. It will help to reduce the infant attrition in the organization.

If there is no employee discrimination in the organization every employee is treated equally then the employees will feel comfortable in the organization. If the organization culture is suitable for the employees and the working environment is good then the employees will be comfortable in the organization.

Employer employee relationship should be good; there should be motivational entertaining programs in the organization to make employees feeling good and to make them more productive.

If the employees are satisfied then the organization will grow up because if employees are dissatisfied in the organization then they will not concentrate on their job which affect the productivity of the employees hence the organization.

Dissatisfaction of employees leads to attrition in the organization which will again lead to rise in cost of the organization for recruitment, training and development etc.

II. REVIEW OF LITERATURE AND RESEARCH DESIGN

The literature review is conducted to provide a conceptual framework from which to plan and organize the research and interpret results. The literature review is entail obtaining recent and relevant literature and the presentation of this material in a qualitative manner.

There are many reasons why literature review is rendered as a significant part of any research or dissertation paper. Literature review is the part of the paper where the researcher will be given the opportunity to strengthen the research paper by citing what other reliable authors have said about the topic.

Research is made in order to inform people with new knowledge or discovery. Research can be made more credible with the support of other works which have spoken about the same topic.

Cascio, (1998) and Bowin & Harvey (2000) stressed the significance of job analysis as a strategic HRM practice linked with the organizational performance. Anthey *et al*;(2002) and Desslar, (2003) recommended that with the recognition of the Human Resource-Performance linkage, organizations vigorously adopting job analysis as a human resource strategy were likely to grow more and put on aggressive benefits. Gatewood & Feild, (1994) illustrated that extent to which tasks and employee attributes for an assigned job was termed as job analysis hence, job analysis techniques can also be termed as worker-oriented or work oriented. They further discussed that work oriented methods engaged clear description of a variety of jobs or tasks to be performed, while, worker-oriented methods examined human behaviours concerned with the work activities. Work or worker-oriented technique what so ever be, job analysis methods allow the assumption of employee's knowledge, skills and abilities (KSAs) characteristics. Davis (1995), Gatewood & Feild, (1994) studied the KSAs characteristics included in job-related information and the necessary human abilities to perform certain job activities. The significance of applicable KSAs could not be overstated, as these have an association with job performance. According to Gatewood & Feild, (1994) job analysis was an instrument to analytically gather data on tasks and behaviours leading to KSAs about virtually and any kind of work activity.

Prien, (1977) emphasized on the importance of carrying out job analyses to recognize valid predictors and criteria for job success which has also been acknowledged by the other researchers and human resource professional, fully engaged in recruitment and selection process. Dunnette, (1976) and Wernimont & Campbell, (1968) linked job analysis information with recruitment process

which was originated in the literature. Some of these researchers pointed job analysis as the base of the entire recruitment and selection process. The divergence was in a through consideration of the job performance realm which could lead to the development of the system in which the personal attributes (KSA) required to acceptably perform the jobs, identified and empirically linked with corresponding job performance. In 1991, Harvey acknowledged the job analysis in relation with work behaviours and associated tasks those were required for successful job performance.

Leap (1993, p11) asserts that job description is a written statement that explains the duties, working condition and other aspects of a specified job. In job description the job identification section may include a job code. These codes are useful for comparing jobs.

Sahl (1994, p.3) states 'well written job descriptions define the work of the organization and its reasons for existence as an employer of human resources. More, they define and help quantify the relative importance of work, what each position contributes to a process and the organization as a whole.' This definition illustrates an important point regarding job descriptions, used in today's work environment, by emphasizing that they describe not only what the job is about but how the job contributes to the work of the organization.

A job description must be accurate but not a minutely detailed list of an employee's tasks and duties (DeLon, 1994). As Behn (1997, p. 60) states: 'it is impossible to list, in anything smaller than an encyclopedia, the multitude of tasks ... that combine to produce the results desired from a particular job.' Job descriptions are meant to be a guide only 'staff must not interpret them rigidly or job descriptions become a barrier to success' (Degner, 1995, p. 17). Grant (1989) describes them as a 'map' that show direction. Job descriptions are not a description of how a job is to be done (Grant, 1989), a contract (DeLon, 1994) or set of rules, regulations or proper practices (Grant, 1989). They describe the nature of the work to be done by stating the purpose and main responsibilities. They may also include information on the type of person who is best suited to perform the job.

Grant (1988) describes job descriptions as a valuable resource. They have the potential to be a useful organizational tool, however, to realise their potential they must be properly prepared. Grant (1988, p. 53) believes many job descriptions do not reach their potential because they 'are too simplistic, they lack detail, they are out of date, they neglect many key structural elements of the job and they are unclearly written'.

Ray and Hawthorne (1993, p i) state 'an accurate and detailed job description is an increasingly crucial component of the effective use of valuable human resources in libraries and other organizations.' The primary function of a job description is as a communication tool. They effectively communicate a great deal of information about a job, especially between the manager and employee (Giles, 1995; Grant, 1989). 'When employees have a road map to success they often perform much better - and that translates into continued business growth for you and your firm' (Consulting Task Force, 1991). Information may include reporting relationships; skill requirements; major responsibilities; where the job fits into the organization and what is required of the position. This information is presented in a completely objective and impersonal way (How to write job descriptions the easy way, 1993) which allows the job description to be used in relation to many human resource functions such as recruitment, induction, training and performance management

III. STATEMENT OF THE PROBLEM

Infant attrition and its affecting factors in IT sector.

Job profile and job specification should be matched if not then there will be the probability of infant attrition.

In the competitive corporate world for an organization it is most important to retain their employees and to maintain employer-employee relationship. Employee satisfaction is most important for an organization, if the employees are not satisfied then the productivity of the employees hence the organization will go down and dissatisfaction will lead to employee attrition in an organization.

Human Resources Management (HRM) has lots of challenges in the modern competitive corporate world especially in case of IT sector. Infant attrition is a major issue for an organization which affects the flow of organization, it affects the company's brand name also, and it leads to rise in cost which is 3 to 8 times of salary promised to pay during the period of training or during first six months of joining.

IV. SCOPE OF THE STUDY

The survey is concentrated only on the people working in the IT sector in Bangalore. But this study can be extended to any other city in India.

V. OBJECTIVE OF THE STUDY

- To study infant attrition and its affecting factors in IT sector.
- To ascertain the cause and effect relationship between infant attrition and employee satisfaction.
- To evaluate of relationship and effect of job description discrepancy on infant attrition.
- To study of impact of organizational culture style on infant attrition.
- To determine the impact of stress and its effect on infant attrition.
- To study of employee discrimination practices and effect on infant attrition.

HYPOTHESES

Hypothesis 1:

The positive organizational culture and environment and infant attrition are negatively correlated.
 H₀: The positive organizational leadership style and environment and infant attrition are negatively correlated.
 H₁: The positive organizational leadership style and environment and infant attrition are positively correlated.

Hypothesis 2:

There is a positive correlation between the job description discrepancy and infant attrition:
 H₀: There is a negative correlation between the job description discrepancy and infant attrition.
 H₁: There is a positive correlation between the job description discrepancy and infant attrition.

Hypothesis 3:

The work related stress and infant attrition are positively correlated.
 H₀: The work related stress and infant attrition are negatively correlated.
 H₁: The work related stress and infant attrition are positively correlated.

Hypothesis 4:

The discriminatory practices and discriminatory treatment of employees results in more infant attrition.
 H₀: There is a negative correlation between the employee discrimination and infant attrition.
 H₁: There is a positive correlation between the employee discrimination and infant attrition.

VI. METHODOLOGY

Descriptive and Analytical type of research methodology:

Descriptive method:

It is a fact – finding investigation with adequate interpretation. It is the simplest type of research. It is more specific than an exploratory research. It aims at identifying the various characteristics of a community or institution or problem under study. It can highlight important methodological aspects of data collection and interpretation. The information obtained may be useful for prediction about areas of social life outside the boundaries of the research. They are valuable in providing facts needed for planning social action program.

Analytical study:

It is a system of procedures and techniques of analysis applied to quantitative data. It may consist of a system of mathematical models or statistical techniques applicable to numerical data. Hence it is also known as Statistical Method. It aims at testing hypothesis and specifying and interpreting the relationships.

The descriptive method would be suitable to find out the various characteristics of gender discrimination and also these results can analyze the social life outside the boundaries of the organization. This study can be helpful for the banking sector to know why does gender discrimination occurs and how it can be prevented.

The analytical study would have a strong basis with the use of statistical tools and techniques. It helps in optimization of the study and also helps in finding out the relationship between gender discrimination and delegation of task by managers.

Hypothesis Testing

Hypothesis 1:

The positive organizational culture and environment and infant attrition are negatively correlated.
 H₀: The positive organizational leadership style and environment and infant attrition are negatively correlated.
 H₁: The positive organizational leadership style and environment and infant attrition are positively correlated.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	.296		.067
	Cramer's V	.209		.067
Interval by Interval	Pearson's R	.243	.041	.015 ^c
Ordinal by Ordinal	Spearman Correlation	.279	.062	.005 ^c
N of Valid Cases		100		

Data Analysis

From the above table Pearson’s correlation value is 0.243. Since the Pearson’s correlation value is belongs to the range of 0.10 – 0.29 so it is moderate association. And the Phi value is 0.296 and Cramer’s value is 0.209. Since both Phi value and Cramer’s V value are less than 0.5 so the relationship between the variables are a weak relationship.

Data Interpretation

Based on the analysis it has been found that the leadership style and infant attrition is not strongly related. Leadership style is define by the nature of the work, workforce, organizational policy, founder of the organization so it is pervasive in the organization and determines the nature of leadership across organization. So Leadership style is not a major factor for the infant attrition in the IT sector, it can be an influencing factor for infant attrition.

Hypothesis 2:

There is a positive correlation between the job description discrepancy and infant attrition:

H₀: There is a negative correlation between the job description discrepancy and infant attrition.

H₁: There is a positive correlation between the job description discrepancy and infant attrition.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	1.000		.000
	Cramer's V	1.000		.000
Interval by Interval	Pearson's R	.961	.024	-34.298 .000 ^c
Ordinal by Ordinal	Spearman Correlation	.891	.061	-19.377 .000 ^c
N of Valid Cases		100		

Data Analysis:

From the above table Pearson’s correlation value is 0.961. Since the Pearson’s correlation value is belongs to the range of 0.30 – 0.99 so it is Evident of strong association. And the Phi value is 1.000 and Cramer’s value is 1.000. Since both Phi value and Cramer’s V value are more than 0.5 so the relationship between the variables are a strong relationship.

Data Interpretation:

Based on the analysis it has been found that the job description discrepancy and infant attrition is strongly related. Job Descriptions are written records of job duties and responsibilities and they provide factual basis for job evaluation. A Job Description will generally describe the work performed, the responsibilities involved, the skill or training required, conditions under which the job is done, relationships with other jobs, and personal requirements on the job. So job description discrepancy is a major factor for the infant attrition in the IT sector.

Hypothesis 3:

The work related stress and infant attrition are positively correlated.

H₀: The work related stress and infant attrition are negatively correlated.

H₁: The work related stress and infant attrition are positively correlated.

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.

Nominal by Nominal	Phi	.213			.033
	Cramer's V	.213			.033
Interval by Interval	Pearson's R	.213	.038	2.158	.033 ^c
Ordinal by Ordinal	Spearman Correlation	.213	.038	2.158	.033 ^c
N of Valid Cases		100			

Data Analysis:

From the above table Pearson's correlation value is 0.213. Since the Pearson's correlation value is belongs to the range of 0.10 – 0.29 so it is moderate association. And the Phi value is 0.213 and Cramer's value is 0.213. Since both Phi value and Cramer's V value are less than 0.5 so the relationship between the variables are a weak relationship.

Data Interpretation:

Based on the analysis it has been found that the work related stress and infant attrition is not strongly related. Because along with the work stress will be there but it does not mean that employee will quit the job only because of stress. It is not a major factor for the infant attrition in the IT sector, it can be an influencing factor for infant attrition.

Hypothesis 4:

1. The discriminatory practices and discriminatory treatment of employees results in more infant attrition.

H₀: There is a negative correlation between the employee discrimination and infant attrition.

H₁: There is a positive correlation between the employee discrimination and infant attrition.

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Nominal by Nominal	Phi	.140			.161
	Cramer's V	.140			.161
Interval by Interval	Pearson's R	.140	.028	1.400	.165 ^c
Ordinal by Ordinal	Spearman Correlation	.140	.028	1.400	.165 ^c
N of Valid Cases		100			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Data Analysis:

From the above table Pearson's correlation value is 0.140. Since the Pearson's correlation value is belongs to the range of 0.10 – 0.29 so it is moderate association. And the Phi value is 0.140 and Cramer's value is 0.140. Since both Phi value and Cramer's V value are less than 0.5 so the relationship between the variables are a weak relationship.

Data Interpretation:

Based on the analysis it has been found that the employee discrimination and infant attrition is not strongly related. Because now a days organization uses to treat all the employees equally, so there are very less probability of employee discrimination. So employee discrimination is not a major factor for infant attrition in the IT sector but it can be an influencing factor for infant attrition.

VII. SUMMARY OF FINDINGS

1. A high attrition rate means that the costs are going to rise for the organization.
2. Infant attrition is high at the lower level of management and middle level of management compared to higher level of management.
3. Infant attrition rate is high in the age group of below 40 years old compared to more that that of 40 years old age of employees.
4. Infant attrition is high in the lower income group of employees compared to higher income group of employees.
5. Employees work target is also an influencing factor for infant attrition but not at a great extent.
6. Satisfaction level of employees is also having influence on infant attrition.
7. Job specification and job profile is most important because job description discrepancy is one of the major influencing factors for infant attrition.
8. Leadership style of the organization is one of the influencing factors for infant attrition but it is not a major influencing factor.
9. Organization culture is also one of the influencing factors for infant attrition.
10. Work stress is one of the influencing factors of infant attrition.
11. Employee discrimination is also a one of the influencing factors for infant attrition.
12. Job description discrepancy is having major influence in infant attrition.

VIII. SUGGESTIONS

1. To remove the job description discrepancy recruitment and selection should be proper. Right person for the right job should be selected to avoid the job description discrepancy because if the employees are comfortable with the job profile then there is less chance of infant attrition.
2. Employee satisfaction is most important for an organization. If the employees are satisfied with the organization the there is less chance of infant attrition. The organization should celebrate festivals and should arrange some entertaining programs.
3. Leadership style of the organization should be comfortable with the employees so that the employees can feel comfortable in the organization.
4. Organization culture is also one of the influencing factors for infant attrition so if the organization culture is comfortable for the employees it can be a good measure to reduce infant attrition.
5. There should not be any employee discrimination in the organization regarding gender, religion, race etc.
6. Employees' work target is also an influencing factor for infant attrition so at the probation period of employees target should less so that they can reach easily.
7. Attrition level is highest in the age group of below 40. Therefore company should focus on retaining the young talent as it would affect the productivity of the company and also will be beneficial in terms of resources spent on training.
8. Since most of the respondents feel that their job profile and job specification did not match, they should use a profile mapping tool where in such possibilities can be avoided.
9. To tackle the problem of infant attrition and job discrepancy stress, competency mapping, job rotation can be used.
10. Organization should have strong retention policy for infant attrition.
11. Recruitment and selection process should be perfect to reduce job description discrepancy.

IX. CONCLUSION

A sample size of 100 was taken. It was a descriptive and analytical study. The plan of analysis was designed in such a way that the questionnaires were given to the employees working in the IT sector. Interview method was also adopted. The questions were framed in such a way that the employees can understand the questions and answer the questions accordingly. Most of the questions were objective questions. Few of the questions were framed in such a way that they were given options. Few other questions were framed using likert scaling.

The data was collected and it was analyzed and interpreted. From the analysis it was found that infant attrition does exist in the IT industry and there are so many influencing factors like job description discrepancy, stress, employee discrimination, organization culture etc. Among those job description discrepancy is having major influence in infant attrition.

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QUESTIONNAIRE

The information furnished by the respondents will be kept confidential and will be strictly used for research purpose.

Name:

Gender: a) Male b) Female

Level of Management: a) Higher level
b) Middle level
c) Lower level

Company:

Age: a) Below 20
b) 20 – 30
c) 30 – 40
d) 40 – 50
e) Above 50

Income: a) Below 1.5 lakhs
b) 1.5 – 3.0 lakhs
c) 3.0 – 4.5 lakhs
d) 4.5 – 6.0 lakhs
e) Above 6 lakhs

1. Did you ever leave the job in your probation period?

a) Yes b) No

2. In your organization how many employees left the job within their probation period?

a) 0 - 10
b) 11 - 20
c) 21 – 30

- d) 31 – 40
- e) Above 40
- 3. Were they able to reach the goal?
 - a) Yes
 - b) No
- 4. Are you satisfied in your organization?
 - a) Highly satisfied
 - b) Satisfied
 - c) Neutral
 - d) Not very satisfied
 - e) Not at all satisfied
- 5. Do you think job specification and job profile match with you?
 - a) Yes
 - b) No
- 5.6 If yes how much percentage?
 - a) 0 – 20
 - b) 20 – 40
 - c) 40 – 60
 - d) 60 – 80
 - e) 80 – 100
- 7. Which type of leadership style is there in your organization?
 - a) Autocratic
 - b) Democratic
 - c) Transactional
 - d) Transformational
 - e) Laissez-Faire
- 8. Rate the style of leadership of your organization on the scale of 1 to 5
 - a) 1 b) 2 c) 3 d) 4 e) 5
- 9. Did you ever leave the organization because of the leadership style?
 - a) Yes b) No
- 10. Do you face stress because of the stress of work?
 - a) Yes b) No
- 11. Are your stress too much rate on scale of 1 to 5
 - a) 1 b) 2 c) 3 d) 4 e) 5
- 12. Did you ever leave the organization because of stress level in the probation?
 - a) Yes b) No
- 13. Are all the employees treated equally in the organization?
 - a) Yes b) No
- 14. Were there any instances of gender discrimination in your organization?
 - a) Yes b) No
- 15. Did you leave the organization because of employee discrimination?
 - a) Yes b) No

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