



## “Factors Determining Employee Retention” A Study on Indian Public Sector Unit

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### ABSTRACT

Employee Retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. With the increasing attrition in organizations especially in Indian Public Sector Organization, it has become a question of study. This paper deals with factors that are affecting the retention of employees in Indian Public Sector Organization and its impact on the Organization. The present paper uses Frequency and Cross-tab methodology for identifying the major factors relating to employee retention. The survey has been conducted in National Thermal Power Corporation Ltd (NTPC) Ramagundam.

### Keywords

Employee Retention, Satisfaction, dissatisfaction, Culture, Incentives, Emotional Support

### Academic Discipline and Sub-Disciplines

Management

### SUBJECT CLASSIFICATION

Human Resource Management

### TYPE (METHOD/APPROACH)

Survey

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## 1. INTRODUCTION

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as to the employee. The cost of losing talent involves both the time and resources that are utilized to hire new employees. The costs are both direct and indirect. There are the direct costs to recruit and train new workforce. It is hard to get the same level of talent back, additionally for a new employee; it also takes time to adjust to new working conditions and environment resulting in low level of efficiency in early stage which results in a greater indirect costs and loss of productivity. Less obvious are the costs of maintaining morale when there is change and threats of job cuts. According to the *American Management Association*, the cost to replace an employee who leaves is, conservatively, 30 percent of their annual salary.

## 2. RELATED LITERATURE REVIEW

In the recent paper, the author (*Shoaib M., et al., 2009*) have made an in depth study on Determinants of Employee Retention in telecom sector of Pakistan telecom sector of Pakistan with 130 responses from 150 respondents regarding the impact of career development opportunities, supervision support, working environment, rewards and work life policies on employee retention. The study reveals that there is a positive relationship of career development opportunities, supervision support, working environment, rewards and work life policies with employee retention.

Employee engagement: conceptual issues by the author (*little B., 2008*) the extent of research on employee engagement demonstrates its relationship to outcome variables important to every organization, such as productivity, safety, employee retention and customer service. If engagement is being used as a group level phenomenon, good research methods require that it be subjected to tests of within-group and between-group variance.

A study was made by the author (*Cordery J., 2006*) on Strategies for Improving Employee Retention has arisen as a consequence of growing concern within the meat processing industry regarding employee retention and turnover. This report stated that the increasing difficulties in retaining skilled, effective workers amounted to a looming crisis within the industry, and called for the development of effective workforce retention strategies within the industry.

Another study made by the author (*Angela M., et al., 2006*) on Stable predictors of job satisfaction, psychological strain, and employee retention: an evaluation of organizational change within the New Zealand Customer Services in which he shows changes in employment conditions have resulted in the increased exposure of workers to unfavorable job characteristics and to consequential increases in adverse individual and organizational health outcomes. Staff retention and employee satisfaction significantly improved over time and these increases were attributable to workplace improvements. Stable predictors of job satisfaction included minor daily stressors, positive work experiences, job control, and perceived supervisor support.

A Study on Organizational Application Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness by Ramlall S. (2003). The purpose of this study was to determine the factors that most significantly influence employees' decisions to remain employed at a particular organization and possible reasons for choosing to leave. In addition, the study sought to describe the importance of retaining critical employees and developing strategies to enhance employee retention practices. Research indicates that the total cost of employee turnover is about 150% of an employee's salary, it was determined that the location of the company and its compensation package were the most common factors in remaining with the company and that compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization.

## 3. STUDY DESIGN AND SURVEY INSTRUMENT

The data which was collected was mostly primary data. For primary data collection a structured questionnaire with 5-point Likert scale was prepared. The questionnaire was distributed to the employee of the NTPC, Ramagundam for their responses. Sample Size taken for this research was 75 employees of NTPC, Ramagundam. Sample frame for this project is employees of NTPC Ramagundam.

In order to analyze the data frequency, descriptive statistics method is used.

In descriptive statistics method 2-way cross-tab has been used to analyze the data.

Tool which has been used in order to analyze the data is the SPSS 16.0 package.

### 3.1 SAMPLE CHARACTERISTICS

Table 1  
Employees: Department-wise

| Department              | Frequency | Percent |
|-------------------------|-----------|---------|
| Internal Administration | 31        | 41.3    |
| External Administration | 9         | 12.0    |
| Engineering Department  | 26        | 34.7    |



|                                    |                  |                |
|------------------------------------|------------------|----------------|
| wage board                         | 8                | 10.7           |
| Cooking                            | 1                | 1.3            |
| Total                              | 75               | 100.0          |
| <b>Employees: Education-wise</b>   |                  |                |
| <b>Education</b>                   | <b>Frequency</b> | <b>Percent</b> |
| Post Graduation                    | 15               | 20.0           |
| Graduation                         | 28               | 37.3           |
| Diploma                            | 26               | 34.7           |
| Intermediate                       | 6                | 8.0            |
| Total                              | 75               | 100.0          |
| <b>Employees: Age-wise</b>         |                  |                |
| <b>Age</b>                         | <b>Frequency</b> | <b>Percent</b> |
| <=30                               | 15               | 20.0           |
| 31-40                              | 26               | 34.7           |
| 41-50                              | 7                | 9.3            |
| >51                                | 27               | 36.0           |
| Total                              | 75               | 100.0          |
| <b>Employees: Designation-wise</b> |                  |                |
| <b>Designation</b>                 | <b>Frequency</b> | <b>Percent</b> |
| Executive                          | 31               | 41.3           |
| Non Executive                      | 44               | 58.7           |
| Total                              | 75               | 100.0          |
| <b>Employees: Experience-wise</b>  |                  |                |
| <b>Experience</b>                  | <b>Frequency</b> | <b>Percent</b> |
| <=5                                | 22               | 29.3           |
| 6-10                               | 19               | 25.3           |
| 11-15                              | 6                | 8.0            |
| 16-20                              | 1                | 1.3            |
| 21-25                              | 2                | 2.7            |
| >26                                | 25               | 33.3           |
| Total                              | 75               | 100.0          |

#### 4. ANALYSIS AND DISCUSSION

##### 4.1. To understand the satisfaction levels of the employees.

**Table 2**  
**Employees Satisfaction: Parameter-wise**

| SL. No. | Variables                           | Satisfied | Percentage (%) |
|---------|-------------------------------------|-----------|----------------|
| 1.      | Salary                              | 72        | 96             |
| 2.      | Bonus                               | 55        | 73.3           |
| 3.      | Incentives                          | 37        | 49.3           |
| 4.      | Job Profile                         | 61        | 81.3           |
| 5.      | Achievement of personal goal        | 53        | 70.6           |
| 6.      | Opportunities for skill Enhancement | 32        | 42.6           |
| 7.      | Culture                             | 43        | 57.3           |



|     |                                       |    |      |
|-----|---------------------------------------|----|------|
| 8.  | Respect                               | 33 | 44   |
| 9.  | Relationship with Colleagues          | 69 | 92   |
| 10. | Relationship with subordinate         | 67 | 89.3 |
| 11. | Up-gradation in Technology            | 48 | 64   |
| 12. | Work Stress                           | 31 | 41.3 |
| 13. | Reimbursement of children's Education | 58 | 77.3 |
| 14. | Guidance and support                  | 43 | 57.3 |

From the above Table 2, it was observed that the employee were satisfied with the parameters such as salary, bonus, Incentives, Job profile, Achievement of personal goal, Opportunities for skill enhancement, culture, Respect, Relationships with colleagues, Relationship with subordinate, up-gradation in technology, work-stress, Reimbursement of children's education, Guidance and support.

**4.2. To understand the dissatisfaction levels of the employees.**

**Table 3**  
**Employees Dissatisfaction: Parameter-wise**

| SL. No. | Variables                        | Dissatisfied | Percentage (%) |
|---------|----------------------------------|--------------|----------------|
| 1.      | Economic Benefits                | 14           | 18.6           |
| 2.      | Medical Facility                 | 24           | 32             |
| 3.      | Miscellaneous Compensation       | 18           | 24             |
| 4.      | Training and Development         | 20           | 26.6           |
| 5.      | Rewards                          | 26           | 34.6           |
| 6.      | Recognition                      | 21           | 28             |
| 7.      | Emotional Support                | 13           | 17.3           |
| 8.      | Feedback on work from Management | 13           | 17.3           |
| 9.      | Ethical Value                    | 19           | 25.3           |

From the above Table 3, it was observed that the employee were dissatisfied with the parameters such as Economic Benefits, Medical Facility, Miscellaneous Compensation, Training and Development, Rewards, Recognition, Emotional Support, Feedback on work from management, Ethical Value.

To analyze further on the above mentioned variables where dissatisfaction levels were observed to be more than 10 sample employees, 2- way cross tab were used to study the reasons and in comparison to various demographic variables. This will help us to analyze in deeper about the dissatisfaction reasons. The following tables 5.3.1 to 5.3.5 show the 2-way cross tabs for the various variables which had showed dissatisfaction.

**Table 4**  
**Employees Dissatisfaction Parameter: Department-wise**

| Sl. No. | Variables/Parameter              | Department     |                |                        |            |          | Total |
|---------|----------------------------------|----------------|----------------|------------------------|------------|----------|-------|
|         |                                  | Internal Admin | External Admin | Engineering Department | Wage board | Cooking  |       |
| 1.      | Economic Benefits                | 3 (21%)        | 3 (21%)        | 6 (42%)                | 1 (7.1%)   | 1 (7.1%) | 14    |
| 2.      | Medical Facility                 | 5 (20.8%)      | 5 (20.8%)      | 11 (45.8%)             | 3 (12.5%)  | 0 (0%)   | 24    |
| 3.      | Miscellaneous compensation       | 7 (38.8%)      | 1 (5.5%)       | 7 (38.8%)              | 2 (11.1%)  | 1 (5.5%) | 18    |
| 4.      | Training and development         | 5 (25%)        | 3 (15%)        | 9 (45%)                | 2 (10%)    | 1 (5%)   | 20    |
| 5.      | Rewards                          | 7 (26.9%)      | 5 (19.2%)      | 12 (46.2%)             | 2 (7.6%)   | 0 (0%)   | 26    |
| 6.      | Recognition                      | 5 (23.8%)      | 4 (19.0%)      | 10 (47.6%)             | 2 (9.5%)   | 0 (0%)   | 21    |
| 7.      | Emotional support                | 4 (30.7%)      | 3 (23.0%)      | 6 (46.1%)              | 0 (0%)     | 0 (0%)   | 13    |
| 8.      | Feedback on work from management | 4 (30.7%)      | 3 (23.0%)      | 6 (46.1)               | 0 (0%)     | 0 (0%)   | 13    |
| 9.      | Ethical Value                    | 5 (26%)        | 3 (15.7%)      | 9 (47.3%)              | 2 (10.5%)  | 0 (0%)   | 19    |





From the above Table 4, employee's dissatisfaction parameter has been conferred with respect to the department-wise. The employee has been mainly distributed in 5 different departments. With economic benefit parameter 3 employee i.e. 21% of the employee from the internal administration, 3 employee i.e. 21% from external administration, 6 employee i.e. 42% from engineering department, 1 employee i.e. 7.1% from wage board and 1 employee i.e. 7.1% employee were dissatisfied. With medical facility parameter 5 employee i.e.20.8% of the employee from the internal department, 5 employees i.e. 20.8% from external department, 11 employees i.e. 45.8% from engineering department, 3 employees i.e. 12.5% from wage board were dissatisfied. With miscellaneous compensation parameter 7 employees i.e. 38.8% of the employee from internal department, 1 employee i.e. 5.5% from external department, 7 employees i.e. 38.8% from engineering department, 2 employees i.e. 11.1% from wage board and 1 employee i.e. 5.5% from cooking department were dissatisfied. With training and development parameter 5 employees i.e. 25% from internal department, 3 employees i.e. 15% from external department, 9 employees i.e. 45% from engineering department, 2 employees i.e. 10% from wage board and 1 employee i.e. 5 % from cooking department were dissatisfied. With rewards parameter 7 employees i.e. 26.9% from internal department, 5 employees i.e. 19.2% from external department, 12 employee i.e.46.2% from engineering department, 2 employees i.e. 7.6% from wage board were dissatisfied. With recognition parameter 5 employees i.e. 23.8% from internal department, 4 employees i.e. 19% from external department, 10 employees i.e. 47.6% from engineering department and 2 employees i.e. 9.5% from wage board were dissatisfied. With emotional support parameter 4 employees i.e. 30.7% from internal department, 3 employees i.e. 23% from external department and 6 employees i.e. 46.1% from engineering department were dissatisfied. With feedback on work from management parameter 4 employees i.e. 30.7% from internal department, 3 employees i.e. 23% from external department and 6 employees i.e. 46.1% from engineering department were dissatisfied. With ethical value parameter 5 employees i.e. 26% from internal department, 3 employees i.e. 15.7% from external department, 9 employees i.e. 47.3% from engineering department and 2 employees i.e. 10.5% from wage board were dissatisfied.

**Table 5**  
**Employees Dissatisfaction Parameter: Education-wise**

| Sl. No. | Variables/Parameter              | Education       |            |            |              | Total |
|---------|----------------------------------|-----------------|------------|------------|--------------|-------|
|         |                                  | Post Graduation | Graduation | Diploma    | Intermediate |       |
| 1.      | Economic Benefits                | 2 (14.2%)       | 6 (42.8%)  | 5 (35.7%)  | 1 (7.14%)    | 14    |
| 2.      | Medical Facility                 | 6 (25%)         | 6 (25%)    | 11 (45.8%) | 1 (4.1%)     | 24    |
| 3.      | Miscellaneous compensation       | 2 (11.1%)       | 7 (38.8%)  | 7 (38.8%)  | 2 (11.1%)    | 18    |
| 4.      | Training and development         | 3 (15%)         | 7 (35%)    | 8 (40%)    | 2 (10%)      | 20    |
| 5.      | Rewards                          | 6 (23.1%)       | 7 (26.9%)  | 12 (46.1%) | 1 (3.8%)     | 26    |
| 6.      | Recognition                      | 6 (28.5%)       | 4 (19.0%)  | 10 (47.6%) | 1 (4.7%)     | 21    |
| 7.      | Emotional support                | 3 (23.0%)       | 5 (38.4%)  | 5 (38.4%)  | 0 (0%)       | 13    |
| 8.      | Feedback on work from management | 3 (23.0%)       | 5 (38.4%)  | 5 (38.4%)  | 0 (0%)       | 13    |
| 9.      | Ethical Value                    | 4 (21.1%)       | 4 (21.1%)  | 10 (52.6%) | 1 (5.3%)     | 19    |

From the above Table 5, employee's dissatisfaction parameter has been conferred with respect to the education-wise. The employee has been mainly distributed into 4 different education levels. With economic benefit parameter 2 employees i.e. 14.2% of the employee from the post graduation, 6 employees i.e. 42.8% from graduation, 5 employees i.e. 35.7% from diploma and 1 employee i.e. 7.1% from intermediate were dissatisfied. With medical facility parameter 6 employee i.e.25% of the employee from the post graduation, 6 employees i.e. 25% from graduation, 11 employees i.e. 45.8% from diploma and 1 employee i.e. 4.1% from intermediate were dissatisfied. With miscellaneous compensation parameter 2 employees i.e. 11.1% of the employee from post graduation, 7 employees i.e. 38.8% from graduation, 7 employees i.e. 38.8% from diploma and 2 employees i.e. 11.1% from intermediate were dissatisfied. With training and development parameter 3 employees i.e. 15% from post graduation, 7 employees i.e. 35% from graduation, 8 employees i.e. 40% from diploma and 2 employees i.e. 10% from intermediate were dissatisfied. With rewards parameter 6 employees i.e. 23.1% from post graduation, 7 employees i.e. 26.9% from graduation, 12 employee i.e.46.2% from diploma, 1 employee i.e. 3.8% from intermediate were dissatisfied. With recognition parameter 6 employees i.e. 28.5% from post graduation, 4 employees i.e. 19% from graduation, 10 employees i.e. 47.6% from diploma and 1 employee i.e. 4.7% from intermediate were dissatisfied. With emotional support parameter 3 employees i.e. 23% from post graduation, 5 employees i.e. 38.4% from graduation, 5 employees i.e. 38.4% from diploma were dissatisfied. With feedback on work from management parameter 3 employees i.e. 23% from post graduation, 5 employees i.e. 38.4% from graduation and 5 employees i.e. 38.4% from diploma were dissatisfied. With ethical value parameter 4 employees i.e. 21.4% from post graduation, 4 employees i.e. 21.1% from graduation, 10 employees i.e. 52.6% from diploma and 1 employee i.e. 5.3% from intermediate were dissatisfied.



**Table 6**  
**Employees Dissatisfaction Parameter: Designation-wise**

| Sl. No. | Variables/Parameter              | Designation |               | Total |
|---------|----------------------------------|-------------|---------------|-------|
|         |                                  | Executive   | Non-executive |       |
| 1.      | Economic Benefits                | 6 (42.8%)   | 8 (57.1%)     | 14    |
| 2.      | Medical Facility                 | 9 (37.5%)   | 15 (62.5%)    | 24    |
| 3.      | Miscellaneous compensation       | 6 (33.3%)   | 12 (66.7%)    | 18    |
| 4.      | Training and development         | 8 (40%)     | 12 (60%)      | 20    |
| 5.      | Rewards                          | 10 (38.5%)  | 16 (61.5%)    | 26    |
| 6.      | Recognition                      | 8 (38.1%)   | 13 (61.9%)    | 21    |
| 7.      | Emotional support                | 7 (53.8%)   | 6 (46.2%)     | 13    |
| 8.      | Feedback on work from management | 7 (53.8%)   | 6 (46.2%)     | 13    |
| 9.      | Ethical Value                    | 6 (31.5%)   | 13 (68.4%)    | 19    |

From the above Table 6, employee's dissatisfaction parameter has been conferred with respect to the designation-wise. The employee has been mainly distributed in 2 different designations. With economic benefit parameter 6 employees i.e. 42.8% of the employee from the executive and 8 employee i.e. 57.1 from non-executive were dissatisfied. With medical facility parameter 9 employee i.e.37.5% of the employee from the executive and 15 employees i.e. 62.5% from non-executive were dissatisfied. With miscellaneous compensation parameter 6 employees i.e. 33.3% of the employee from executive and 12 employee i.e. 66.7% from non-executive were dissatisfied. With training and development parameter 8 employees i.e. 40% from executive and 12 employees i.e. 60% from non-executive were dissatisfied. With rewards parameter 10 employees i.e. 38.5% from executive and 16 employee i.e. 61% from non-executive were dissatisfied. With recognition parameter 8 employees i.e. 38.1% from executive and 13 employee i.e. 61.9% from non-executive were dissatisfied. With emotional support parameter 7 employees i.e. 53.8% from executive and 6 employee i.e. 46.2% from non-executive were dissatisfied. With feedback on work from management parameter 7 employees i.e. 53.8% from executive and 6 employee i.e. 46.2% from non-executive were dissatisfied. With ethical value parameter 6 employees i.e. 31.5% from executive and 13 employees i.e. 68.4% from non-executive were dissatisfied.

**Table 7**  
**Employees Dissatisfaction Parameter: Age-wise**

| Sl. No. | Variables/Parameter              | Age       |            |           |           | Total |
|---------|----------------------------------|-----------|------------|-----------|-----------|-------|
|         |                                  | <=30      | 31-40      | 41-50     | >51       |       |
| 1.      | Economic Benefits                | 4 (28.6%) | 4 (28.6%)  | 1 (7.1%)  | 5 (35.7%) | 14    |
| 2.      | Medical Facility                 | 4 (16.7%) | 8 (33.3%)  | 3 (12.5%) | 9 (37.5%) | 24    |
| 3.      | Miscellaneous compensation       | 4 (22.2%) | 7 (38.9%)  | 3 (16.7%) | 4 (22.2%) | 18    |
| 4.      | Training and development         | 4 (20%)   | 8 (40%)    | 3 (15%)   | 5 (25%)   | 20    |
| 5.      | Rewards                          | 3 (11.5%) | 9 (34.6%)  | 6 (23.1%) | 8 (30.8%) | 26    |
| 6.      | Recognition                      | 3 (14.3%) | 6 (28.6%)  | 4 (19.0%) | 8 (38.1%) | 21    |
| 7.      | Emotional support                | 3 (23.1%) | 3 (23.1%)  | 3 (23.1%) | 4 (30.8%) | 13    |
| 8.      | Feedback on work from management | 3 (23.1%) | 3 (23.1%)  | 3 (23.1%) | 4 (30.8%) | 13    |
| 9.      | Ethical Value                    | 1 (5.3%)  | 10 (52.6%) | 3 (15.8%) | 5 (26.3%) | 19    |

From the above Table 7, employee's dissatisfaction parameter has been conferred with respect to the age-wise. The employee has been mainly distributed in 4 different age groups. With economic benefit parameter 4 employees i.e. 28.6% of the employee with age less than 30 years, 4 employees i.e. 28.6% in age group 31-40 years, 1 employee i.e. 7.1% in age group 41-50 years and 5 employees i.e. 35.7% from age group above 51 were dissatisfied. With medical facility parameter 4 employee i.e.16.7% of the employee with age less than 30 years, 8 employees i.e. 33.3% in age group 31-40 years, 3 employees i.e. 12.5% in age group 41-50 years and 9 employees i.e. 37.5% from age group above 51 were dissatisfied. With miscellaneous compensation parameter 4 employees i.e. 22.2% of the employee with age less than 30 years, 7 employees i.e. 38.9% in age group 31-40 years, 3 employees i.e. 16.7% in age group 41-50 years and 4



employees i.e. 22.2% from age group above 51 were dissatisfied. With training and development parameter 4 employees i.e. 20% of the employee with age less than 30 years, 8 employees i.e. 40% % in age group 31-40 years, 3 employees i.e. 15% in age group 41-50 years and 5 employees i.e. 25% from age group above 51 were dissatisfied. With rewards parameter 3 employees i.e. 11.5% of the employee with age less than 30 years, 9 employees i.e. 34.6% in age group 31-40 years, 6 employees i.e. 23.1% in age group 41-50 years and 8 employees i.e. 30.8% from age group above 51 were dissatisfied. With recognition parameter 3 employees i.e. 14.3% of the employee with age less than 30 years, 6 employees i.e. 28.6% in age group 31-40 years, 4 employees i.e. 19% in age group 41-50 years and 8 employees i.e. 38.1% from age group above 51 were dissatisfied. With emotional support parameter 3 employees i.e. 23.1% of the employee with age less than 30 years, 3 employees i.e. 23.1% in age group 31-40 years, 3 employees i.e. 23.1% in age group 41-50 years and 4 employees i.e. 30.8% from age group above 51 were dissatisfied. With feedback on work from management parameter 3 employees i.e. 23.1% of the employee with age less than 30 years, 3 employees i.e. 23.1% in age group 31-40 years, 3 employees i.e. 23.1% in age group 41-50 years and 4 employees i.e. 30.8% from age group above 51 were dissatisfied. With ethical value parameter 1 employee i.e. 5.3% of the employee with age less than 30 years, 10 employees i.e. 52.6% in age group 31-40 years, 3 employees i.e. 15.8% in age group 41-50 years and 5 employees i.e. 26.3% from age group above 51 were dissatisfied.

**Table 8**  
**Employees Dissatisfaction Parameter: Experience-wise**

| SL. No. | Variables/Parameters             | Experience |           |           |          |        |           | Total |
|---------|----------------------------------|------------|-----------|-----------|----------|--------|-----------|-------|
|         |                                  | <=5        | 6-10      | 11-15     | 16-20    | 21-25  | >26       |       |
| 1.      | Economic Benefits                | 4 (28.6%)  | 5 (35.7%) | 0 (0%)    | 0 (0%)   | 0 (0%) | 5 (35.7%) | 14    |
| 2.      | Medical Facility                 | 5 (20.8%)  | 8 (33.3%) | 2 (8.33%) | 0 (0%)   | 0 (0%) | 9 (37.5%) | 24    |
| 3.      | Miscellaneous compensation       | 6 (33.3%)  | 5 (27.8%) | 2 (11.1%) | 1 (5.6%) | 0 (0%) | 4 (22.2%) | 18    |
| 4.      | Training and development         | 5 (25%)    | 8 (40%)   | 1 (5%)    | 1 (5%)   | 0 (0%) | 5 (25%)   | 20    |
| 5.      | Rewards                          | 5 (19.2%)  | 8 (30.8%) | 4 (15.4%) | 1 (3.8%) | 0 (0%) | 8 (30.8%) | 26    |
| 6.      | Recognition                      | 3 (14.3%)  | 7 (33.3%) | 3 (14.3%) | 0 (0%)   | 0 (0%) | 8 (38.1%) | 21    |
| 7.      | Emotional support                | 4 (30.8%)  | 3 (23.1%) | 1 (7.7%)  | 1 (7.7%) | 0 (0%) | 4 (30.8%) | 13    |
| 8.      | Feedback on work from management | 4 (30.8%)  | 3 (23.1%) | 1 (7.7%)  | 1 (7.7%) | 0 (0%) | 4 (30.8%) | 13    |
| 9.      | Ethical Value                    | 3 (15.8%)  | 8 (42.1%) | 2 (10.5%) | 1 (5.2%) | 0 (0%) | 5 (26.3%) | 19    |

From the above Table 8, employee's dissatisfaction parameter has been conferred with respect to the experience-wise. The employee has been mainly distributed in 6 different experience levels. With economic benefit parameter 4 employees i.e. 28.6% of the employee with experience less or equal to 5 years, 5 employees i.e. 35.7% with experience in between 6-10 years and 5 employees i.e. 35.7% with experience greater than 26 years were dissatisfied. With medical facility parameter 5 employee i.e. 20.8% of the employee with experience less or equal to 5 years, 8 employees i.e. 33.3% with experience in between 6-10 years, 2 employees i.e. 8.33% with experience in between 11-15 years and 9 employees i.e. 37.5% with experience greater than 26 years were dissatisfied. With miscellaneous compensation parameter 6 employee i.e. 33.3% of the employee with experience less or equal to 5 years, 5 employee i.e. 27.8% with experience in between 6-10 years, 2 employee i.e. 11.1% with experience in between 11-15 years, 1 employee i.e. 5.6% with experience in between 16-20 years and 4 employee i.e. 22.2% with experience greater than 26 years were dissatisfied. With training and development parameter 5 employees i.e. 25% of the employee with experience less or equal to 5 years, 8 employees i.e. 40% with experience in between 6-10 years, 1 employee i.e. 5% with experience in between 11-15 years, 1 employees i.e. 5% with experience in between 16-20 years and 5 employee i.e. 25% with experience greater than 26 years were dissatisfied. With rewards parameter 5 employees i.e. 19.2% of the employee with experience less or equal to 5 years, 8 employee i.e. 30.8% with experience in between 6-10 years, 4 employee i.e. 15.4% with experience in between 11-15 years, 1 employee i.e. 3.8% with experience in between 16-20 years and 8 employee i.e. 30.8% with experience greater than 26 years were dissatisfied. With recognition parameter 3 employee i.e. 14.3% of the employee with experience less or equal to 5 years, 7 employee i.e. 33.3% with experience in between 6-10 years, 3 employee i.e. 14.3% with experience in between 11-15 years and 8 employee i.e. 38.1% with experience greater than 26 years were dissatisfied. With emotional support parameter 4 employee i.e. 30.8% of the employee with experience less or equal to 5 years, 3 employee i.e. 23.1% with experience in between 6-10 years, 1 employee i.e. 7.7% with experience in between 11-15 years, 1 employee i.e. 7.7% with experience in between 16-20 years and 4 employee i.e. 30.8% with experience greater than 26 years were dissatisfied. With feedback on work from management parameter 4 employee i.e. 30.8% of the employee with experience less or equal to 5 years, 3 employee i.e. 23.1% with experience in between 6-10 years, 1 employee i.e. 7.7% with experience in between 11-15 years, 1 employee i.e. 7.7% with experience in between 16-20 years and 4 employee i.e. 30.8% with experience greater than 26 years were dissatisfied. With ethical value parameter 3 employees i.e. 15.8% of the employee with experience less or equal to 5 years, 8 employees i.e. 42.1% with experience in between 6-10 years, 2





employees i.e. 10.5% with experience in between 11-15 years, 1 employee i.e. 5.2% with experience in between 16-20 years and 5 employees i.e. 26.3% with experience greater than 26 years were dissatisfied.

## 5. CONCLUSION AND SUGGESTION

The following findings have been made through analysis:

### HELPFUL TO THE ORGANIZATION

1. 96 % of the employees are satisfied with their salary what they get.
2. 92% of the employees are satisfied with their relationship with colleagues.
3. 89.3% of the employees are satisfied with their relationship with subordinate.
4. 77.3% of the employees are satisfied with the reimbursement of children's education.
5. To most of the employees' satisfaction with the job profile is very high.
6. Employees were satisfied with the up-gradation in the technology of the company.

### HINDERING THE ORGANIZATION

1. 34.6% of the employees are dissatisfied with the rewards system of the organization.
2. 26.6% of the employees are dissatisfied with the training and development.
3. 32% of the employees are dissatisfied with the medical facility provided by the organization.
4. 28% of the employees are dissatisfied with the recognition system of the organization.
5. There is no much emotional support in the organization.
6. Economic benefits are also not up to the satisfactory level of the employees.
7. Employees are dissatisfied with the miscellaneous compensation provided by the company.

### 5.1 SUGGESTIONS

The following suggestions are made based on the research work.

1. NTPC must improve its recruitment policies and procedures. There should be no doubt in each new recruit's mind as to what he or she is signing up for. The work schedule, the workload and the career opportunities should be clearly stated and understood. This will help eliminate any disappointment when new members begin work.
2. To help offset the lack of emergency responses the department should involve its employees in the daily operation of the department. Department members should have more say in how they do their work job. The employees should be rotated through the entire department to have more knowledge about the work. This will give the members a sense of buy-in and will help make them feel they are more a part of the department.
3. The department should increase and improve its awards program. Just because there may be no promotions available does not mean that you cannot reward an employee for a job well done. These rewards can be in the form of money, gifts and mementos. If there is no room for upward mobility then their skill should be enhanced and they should be moved up the ladder. This will help them in getting more motivated towards their work and hopefully stimulate his interest. Stretch the members by giving them multiple assignments.

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