

# Influence of Motivating Factors on Sales Employee Retention in Private Life Insurance Companies

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## Abstract

This paper aims at developing insight on how employee retention is relevant in the private life insurance Companies in India. This study identifies motivating factors defined by Fredrick Herzberg in his Two Factor theory of motivation on sales employee retention in the private life insurance sector in India. These studies also elaborates the influence of motivating factors on the sales employee job satisfaction and further the extent of the influence on the employee retention. The main objective is to understand the nature of the motivating factor, their relation with the job satisfaction and its influence on the employee retention. This study also helps to find out the factors which are highly responsible for the retention in private life insurance companies in India.

**Keywords: Employee retention, Job Satisfaction, Motivators, Hygiene factors**

## I. INTRODUCTION

The insurance sector plays a vital role in a country's economic development. It acts as a mobilizer of savings, a promoter of investment activities, a stabilizer of the financial market, and a risk manager. In 1999 Govt of India liberalized this sector for the Private Companies. Till date 23 private life Insurance Companies are doing their business in India. Insurance is one of the booming sectors in the Indian economy, presently growing at the rate of 30–40 % annually. This sector is entirely people oriented, and its manpower is responsible for promoting the company philosophy of providing quality advice to customers and selling a company's products. Thus, organizational success depends on the effectiveness of the manpower, which in turn relies largely on employee job satisfaction. This depends on various factors (the work itself, the pay, advancement opportunities, supervision, and co-workers), but enjoyment of the work is almost always the one most strongly correlated with a high level of job satisfaction. With liberalization and globalization, new foreign insurance companies are entering into the Indian market resulting in an increase in the competition. To survive in this highly competitive environment, every company needs to achieve high profits and a large market share. Because of this pressure, companies are setting very high and unrealistic targets for their employees, and in order to achieve these targets, employees are pressured to work overtime and to take fewer holidays and breaks. With long working hours and heavy workloads, employees suffer from anxiety and stress, which cause poor work performance, poor family and social interactions, and poor health. All of these factors ultimately reduce the employee job satisfaction level and decreases the rate of retention.

Therefore, these concerns constitute a major social issue. The purpose of this study is to examine the influence of the motivating factors on entry level sales employee retention in private life insurance companies in India.

## II. LITERATURE REVIEW

A literature review is a critical and in depth evaluation of previous research. It is a summary and synopsis of a particular area of research, allowing anybody reading the paper to establish why you are pursuing this particular research program. Hence, the following literature review expands upon the reasons behind selecting a particular research title and its related objective, to give justice to the significance of the research.

This study investigated the influence of the motivating factors defined by the Herzberg on the job satisfaction and employee retention on the entry level sales employee in the Private Life Insurance Companies in India.

Turnover is a concern for all organizations and employees, but especially in large insurance organizations. Voluntary turnover occurs when employees choose to discontinue employment in favor of opportunities with another organization. The decision to resign from an organization is evidenced by an employee's withdrawal behaviour and can include negative attitudes, tardiness, frequent absenteeism and turnover (Firth, Mellor, Moore, & Loquet, 2004).

Employee turnover has been a major issue and it has been noted frequently that employee have a stronger than average tendency to leave their current employer to work for another (Gaan (2011). Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Retention is defined as a voluntary move by an organization to create an environment which engages employees for long term (Chaminade, 2007).

Private Life insurance companies, which are battling 70% to 100% frontline attrition (Sengupta and Basu 2013) (Devina (2013) and cost of recruiting new employees is 50% to 60% of an employee's first year's salary and up to 100% for certain specialized, high-skill positions (Hale 1998).

Staff attrition (or turnover) represents significant costs to the organizations high attrition rates drive up training costs, and increase human resources, recruiting, and productivity costs (Mike 2009).

The term 'turnover' refers to employee movements that create vacancies within an organisational unit (Beach, Brereton, and Cliff 2003, 62). These vacancies may be the result of resignations, transfers, retirements, dismissals, or the completion of fixed term contracts. These reasons that can be attributed to high employee turnover in the organization (Zheng and Lamond 2009).

The causes of attrition/ turnover are unchallenging work environments, long working hours, and limited career growth, less promotional opportunities, lack of proper leadership, non-attractive compensation packages, job opportunities elsewhere and poaching of talent by the competitors. Indeed, voluntary turnover, popularly termed 'job hopping', has been a persistent problem for human resource management practitioners (Chaudhuri (2007).

Employee turnover is related to a variety of environmental and organizational factors such as company culture and values, supervisory style, fair pay, corporate value, giving support to each other, trust and respect between employees, manageable workload, development and career building satisfaction and degree of job satisfaction (Booth and Hamer 2007).

Even stress can be one of the factor having influence on employee retention (Krishnamurthy 2007) .

(Bhagat 2005) also gives a clear and live description of the stressful work environment which leads to high level of attrition.

Low job satisfaction, performance targets, close monitoring by supervisors and linkage of performance to pay and cultural clash leads to employee turnover in the organization. (Srivastava 2007).

Adhikari (2009) finds that there are significant effects of factor related to work related issues and related employer issues have same effect on the attrition.

Industrial sales persons (Study based on DFT theory of Herzbergs) motivation leads to costs, absenteeism, turnover and productivity, because high sales force motivation leads to high performance. Factors like Self-satisfaction from doing a good job Satisfy Customer Needs , Meet Family Needs , Increase chance of Promotion, Make more money are the strong motivators while factors like Acknowledgement , Company Policy , Field support Earnings , Job Status can be the strong dissatisfiers (David 1986)

Motivators such as work itself, recognition, growth and promotion opportunities are determinants of job satisfaction among pharmaceutical salespersons. Surprisingly, hygiene factors such as job security, operating procedures, relationship with supervisor, relationship with co-workers, and pay/fringe benefits are also found to be satisfiers rather than dissatisfiers (Mahmood 2010).

Organizational identification feeds into job satisfaction which, in turn, predicts turnover intention (Suman Pathak and Tripathi 2010) (Van Dick (2004).

Also it is revealed that job satisfaction and organizational commitment had a negative effect on turnover intentions, whereas perceived alternative job opportunities had a significant positive correlation with turnover intentions and is the major factor associated with turnover intention among its Professionals in Pakistan (Rahman, Naqvi, and Ramay 2008). However researcher identified that job satisfaction is a mediating variable between the employee motivation and turnover intention (Van Dick (2004).

#### **A. Methodology:**

The present study aims at developing insight on the influence of motivating factors on employee retention in the Private Life Insurance Companies in India. Primary data was collected by the researcher with the help of structured questionnaire. Non-probability Convenience sampling method was absorbed by the researcher and the sample size was 418 entry level sales employees of the private life insurance companies in India.

Using Statistical Package for Social Science (SPSS) some of the relevant tests were carried out like factor analysis and multiple regression. Based on these analysis some of the relevant findings were derived, that will be useful, relevant and significant to the private life insurance companies in India.

#### **B. Objectives:**

- 1) To study the influence of motivators and hygiene factors on job satisfaction.
- 2) To study the influence of job satisfaction on employee retention.

#### **C. Development of Hypothesis:**

Employee retention is affected by Unchallenging work environments, long working hours, and limited career growth, less promotional opportunities, lack of proper leadership, non-attractive compensation packages, job opportunities elsewhere and poaching of talent by the competitors Chaudhuri (2007).

Even it is related to a variety of environmental and organizational factors such as company culture and values, supervisory style, fair pay, corporate value, giving support to each other, trust and respect between employees, manageable workload,

development and career building satisfaction and degree of job satisfaction ( Booth and Hamer 2007) and stress can be one of the factor having influence on employee retention Krishnamurthy (2007) . Low job satisfaction, performance targets, close monitoring by supervisors and linkage of performance to pay and cultural clash leads to employee turnover in the organization. (Srivastava 2007).

Industrial sales persons motivation leads to costs, absenteeism, turnover and productivity, because high sales force motivation leads to high performance and factors like Self-satisfaction from doing a good job Satisfy Customer Needs, Meet Family Needs , Increase chance of Promotion, Make more money are the strong motivators while factors like Acknowledgement , Company Policy , Field support Earnings , Job Status can be the strong dissatisfiers (David 1986)

Motivators such as work itself, recognition, growth and promotion opportunities are determinants of job satisfaction and Surprisingly, hygiene factors such as job security, operating procedures, relationship with supervisor, relationship with co-workers, and pay/fringe benefits are also found to be satisfiers rather than dissatisfiers ( Mahmood 2010).

Job satisfaction as a predictor of turnover intention, however it is a mediating variable between the employee motivation and turnover intention (Suman Pathak and Tripathi 2010), (Rahman, Naqvi, and Ramay 2008) ,( Van Dick (2004.)

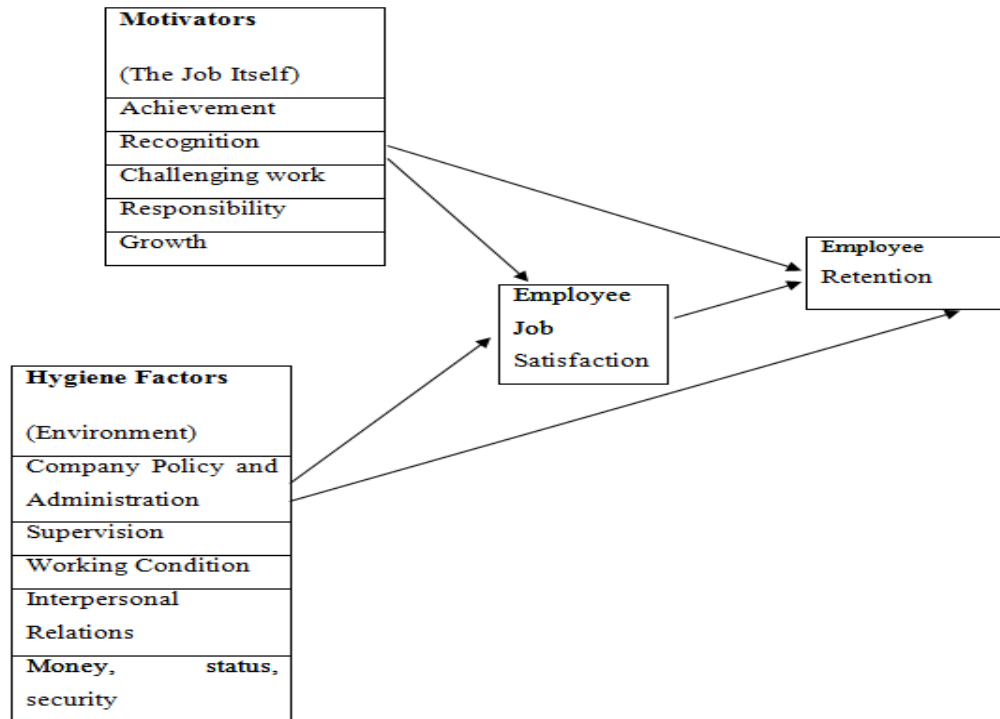


Fig. 1: Development of research hypothesis for this study.

### Hypotheses:

H1: Job satisfaction is influenced by motivators and hygiene factors.

H2: Sales employee retention is influenced by job satisfaction.

Table - 1  
Reliability Statistics

| <i>Cronbach's Alpha</i> | <i>N of Items</i> |
|-------------------------|-------------------|
| 0.738                   | 27                |

The Cronbach's alpha values were calculated to assess the internal consistency of the Questionnaire. Reliability refers to the confidence we can place on the measuring instrument to give us the same numeric value when the measuring instrument is repeated on the same object. For the Employee retention questionnaire, the Cronbach's alpha value of .738 indicated adequate reliability.

### III. FACTOR ANALYSIS

Table - 2  
KMO and Bartlett's Test

|  |                           |          |
|--|---------------------------|----------|
| <i>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</i> |                           | 0.839    |
| <i>Bartlett's Test of Sphericity</i>                   | <i>Approx. Chi-Square</i> | 3272.632 |
|  | <i>Df</i>                 | 351      |
|  | <i>Sig.</i>               | 0.000    |

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser -Meyer—Olkin measure of sampling adequacy index is 0.839 and hence the factor analysis is appropriate for the given data set. Bartlett’s Test of Sphericity is used to uncorrelated. It is based on chi-square transformation of the determinant of correlation matrix. A large value hypothesis in turn this would indicate that factor analysis is appropriate. Bartlett’s test of Sphericity Chi-square statistics is 3272.632, that shows the 27 statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

Table – 3  
Total Variance Explained

|   | <i>Factor Loading</i>   | <i>Percent Variance Explained</i> | <i>Chronbach's Alpha</i> |
|---|---|-----------------------------------|--------------------------|
| <p style="text-align: center;"><i>Factor 1: HYGIENE FACTORS (H)</i></p> <p>[VAR 1] <i>Company policy and administration is present in the organization.</i></p> <p>[VAR 9] <i>My work is being supervised by my superior.</i></p> <p>[VAR 16] <i>Working conditions of my work are good</i></p> <p>[VAR 22] <i>My interpersonal relations with other staff and superior are healthy.</i></p> <p>[VAR 24] <i>I get money from my job.</i></p> <p>[VAR 2] <i>I get status from my job.</i></p> <p>[VAR 3] <i>My job is secured.</i></p>   | <p>0.520</p> <p>0.735</p> <p>0.740</p> <p>0.795</p> <p>0.531</p> <p>0.449</p> <p>0.682</p>  | 27.269                            | 0.830                    |
| <p style="text-align: center;"><i>Factor 2: MOTIVATORS</i></p> <p>[VAR 10] <i>My My organizational achievements are being rewarded by the company</i></p> <p>[VAR 11] <i>I get recognized by my company for my contribution in the Company.</i></p> <p>[VAR 14] <i>My organization provides challenging work to me.</i></p> <p>[VAR 20] <i>My organization provides me opportunity to take the responsibility.</i></p> <p>[VAR 23] <i>My organization provides me an opportunity to grow in my Professional career.</i></p>   | <p>0.570</p> <p>0.739</p> <p>0.726</p> <p>0.702</p> <p>0.550</p>  | 14.179                            | 0.702                    |
| <p style="text-align: center;"><i>Factor 3: JOB SATISFACTION (S)</i></p> <p>[VAR 4] <i>I am satisfied with reward system for my organizational achievements</i></p> <p>[VAR 5] <i>I am satisfied with the recognition for my organizational contribution</i></p> <p>[VAR 6] <i>I am satisfied with the challenging work provided by the organization</i></p> <p>[VAR 7] <i>I am satisfied with the responsibility given by the organization .</i></p> <p>[VAR 8] <i>I am satisfied with the growth Opportunities provided by the organization</i></p> <p>[VAR12] <i>I am satisfied with company policy and administration.</i></p> <p>[VAR 15] <i>I am satisfied with supervision system .</i></p> <p>[VAR 17] <i>I am satisfied with working condition.</i></p> <p>[VAR 18] <i>I am satisfied with interpersonal relations within the organization</i></p> <p>[VAR 19] <i>I am satisfied with the Money received from the job.</i></p> <p>[VAR21 ] <i>I am satisfied with the status received from the job.</i></p> <p>[VAR 13] <i>I am satisfied with the Job security.</i></p> | <p>0.509</p> <p>0.759</p> <p>0.812</p> <p>0.731</p> <p>0.557</p> <p>0.665</p> <p>0.566</p> <p>0.671</p> <p>0.832</p> <p>0.745</p> <p>0.557</p> <p>0.600</p> | 13.225                            | 0.689                    |

With 148 completed questionnaire comprising of 24 items, factor analysis revealed a 3-factor structure that explained 64.662% of total variance. The criteria for retaining the 3-factors were eigenvalues greater than one and the ability to describe and label each factor following extraction method as Principal Axis Factoring with rotation method as Varimax with Kaiser Normalization. To assess the reliability of responses, Chronbach’s alpha coefficient was calculated and is found to be acceptable for the items within each factor solution. Also, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was found to be 0.839, which is adequate.

There is the obligatory requirement of 0.60 or above for Chronbach’s alpha coefficient to demonstrate internal consistency of the established scales (Nunnally, 1988). Likewise, the minimum acceptable value of KMO is 0.5 (Othman and Owen, 2001). Therefore, it can be concluded that the matrix did not suffer from multi-collinearity or singularity. Thus, the statistical and factor analysis tests showed the proposed items and dimensions of the instrument were sound enough to measure the influence of motivating factors on sales employee retention in the private life insurance companies.

The instrument consisted of 24 important items as listed in Table # and classified into three dimensions. The THREE dimensions may be defined as follows:

- 1) Hygiene Factors (H)

- 2) Motivators (M)
- 3) Job Satisfaction (S)

**D. Hypothesis (H1):**

Job satisfaction is influenced by motivators and hygiene factors.

Table - 4  
Model Summary

| <b>Model Summary</b>   |                   |          |                   |                            |
|--|-------------------|----------|-------------------|----------------------------|
| Model  | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1  | .671 <sup>a</sup> | .450     | .442              | .915                       |
| 2  | .840 <sup>b</sup> | .705     | .695              | .677                       |
| <i>a. Predictors: (Constant), M5, M1, M4, M2, M0, M3</i>                                 |                   |          |                   |                            |
| <i>b. Predictors: (Constant), M5, M1, M4, M2, M0, M3, H7, H3, H5, H1, H4, H6, H0, H2</i> |                   |          |                   |                            |

Dependent Variable: S (Job Satisfaction) b Predictors: (Constant), reward, recognition, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security.

In the above model summary table shows that R-Square for this model is b 0.705 this means that 70.5% percentage of the variation in overall job satisfaction of employees (dependent variable) can be explained from the 12 independent variables.

Table – 5  
ANOVA (b)

| <b>ANOVA<sup>a</sup></b>   |                   |         |             |        |        |                   |
|--|-------------------|---------|-------------|--------|--------|-------------------|
| Model  | Sum of Squares    | df      | Mean Square | F      | Sig.   |                   |
| 1  | <i>Regression</i> | 281.905 | 6           | 46.984 | 56.090 | .000 <sup>b</sup> |
|  | <i>Residual</i>   | 344.277 | 411         | .838   |        |                   |
|  | <i>Total</i>      | 626.182 | 417         |        |        |                   |
| 2  | <i>Regression</i> | 441.308 | 14          | 31.522 | 68.714 | .000 <sup>c</sup> |
|  | <i>Residual</i>   | 184.874 | 403         | .459   |        |                   |
|  | <i>Total</i>      | 626.182 | 417         |        |        |                   |
| <i>a. Dependent Variable: S0 (Job satisfaction)</i>                                      |                   |         |             |        |        |                   |
| <i>b. Predictors: (Constant), M5, M1, M4, M2, M0, M3</i>                                 |                   |         |             |        |        |                   |
| <i>c. Predictors: (Constant), M5, M1, M4, M2, M0, M3, H7, H3, H5, H1, H4, H6, H0, H2</i> |                   |         |             |        |        |                   |

b Predictors: (Constant), reward, recognition, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security

The ANOVA table, as displayed in the above table 38 shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The larger the F value there will be more variance in the dependent variable that is associated with the independent variable. The F value of model 2 is highest 68.714 and that model is found to be significant.

So it supports the hypothesis in general that Job satisfaction is influenced by motivators and hygiene factors.

Table – 6  
Coefficients (a)

| <b>Coefficients<sup>a</sup></b>                     |                             |            |      |                           |        |      |
|---|-----------------------------|------------|------|---------------------------|--------|------|
| Model   | Unstandardized Coefficients |            |      | Standardized Coefficients | t      | Sig. |
|   | B                           | Std. Error | Beta |                           |        |      |
| 2   | <i>(Constant)</i>           | -1.750     | .544 |                           | -3.214 | .001 |
|   | M0                          | .151       | .059 | .121                      | 2.574  | .010 |
|   | M1                          | .469       | .071 | .306                      | 6.622  | .000 |
|   | M2                          | -.175      | .054 | -.153                     | -3.243 | .001 |
|   | M3                          | .238       | .061 | .173                      | 3.913  | .060 |
|   | M4                          | -.046      | .040 | -.043                     | -1.136 | .257 |
|   | M5                          | .097       | .032 | .101                      | 3.035  | .003 |
|   | H0                          | .591       | .042 | .549                      | 14.140 | .000 |
|   | H1                          | .100       | .081 | .053                      | 1.245  | .014 |
|   | H2                          | -.168      | .111 | -.068                     | -1.510 | .032 |
|   | H3                          | -.029      | .035 | -.025                     | -.812  | .017 |
|   | H4                          | -.069      | .058 | -.043                     | -1.187 | .036 |
|   | H5                          | -.003      | .096 | -.001                     | -.031  | .045 |
|   | H6                          | .089       | .035 | .089                      | 2.512  | .012 |
| H7  | .189                        | .054       | .112 | 3.517                     | .000   |      |
| <i>a. Dependent Variable: S0 (Job satisfaction)</i> |                             |            |      |                           |        |      |

To determine if one or more of the independent variables are significant predictors of Job satisfaction of employee, we examine the information provided in the coefficient table. It shows that challenging work (M3) and organization provides opportunity (M4) is found to be not significant at level of significance 0.05 while reward, recognition, growth, company policy

and administration, Supervision, working conditions, interpersonal relations, money, job status and job security are found to be significant.

**E. Hypothesis (H2):**

Sales employee retention is influenced by job satisfaction.

Table - 7  
Model Summary

| <b>Model Summary</b>  |                   |          |                   |                            |
|---|-------------------|----------|-------------------|----------------------------|
| Model   | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1   | .783 <sup>a</sup> | .612     | .586              | .620                       |
| 2   | .689 <sup>b</sup> | .475     | .458              | .710                       |
| <i>a. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3</i>   |                   |          |                   |                            |
| <i>b. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3, H2, H6, H5, H3, H7, M4, M0, M2, H4, M5, H0, M1, H1, M3</i> |                   |          |                   |                            |

Dependent Variable: R0 (Employee Retention)

a Predictors: (Constant), I am satisfied with (reward, recognition, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security).

In the above model summary table shows that R-Square for this model a is 0.612 this means that 61.2% percentage of the variation in employee retention (dependent variable) can be explained from the 12 independent variables.

Table – 8  
Anova

| <b>ANOVA<sup>a</sup></b>  |            |                |     |             |        |                   |
|---|------------|----------------|-----|-------------|--------|-------------------|
| Model   |            | Sum of Squares | df  | Mean Square | F      | Sig. <sup>b</sup> |
| 1   | Regression | 183.943        | 13  | 14.149      | 29.829 | .000 <sup>b</sup> |
|   | Residual   | 203.426        | 404 | .504        |        |                   |
|   | Total      | 387.368        | 417 |             |        |                   |
| 2   | Regression | 237.252        | 27  | 8.787       | 26.100 | .000 <sup>c</sup> |
|   | Residual   | 150.116        | 390 | .385        |        |                   |
|   | Total      | 387.368        | 417 |             |        |                   |
| <i>a. Dependent Variable: R0</i>  |            |                |     |             |        |                   |
| <i>b. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3</i>   |            |                |     |             |        |                   |
| <i>c. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3, H2, H6, H5, H3, H7, M4, M0, M2, H4, M5, H0, M1, H1, M3</i> |            |                |     |             |        |                   |

a Predictors: (Constant), I am satisfied with (reward, recognition, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security)

The ANOVA table, as displayed in the above table shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The larger the F value there will be more variance in the dependent variable that is associated with the independent variable. The F value of model 1 is highest 29.829 and that model is found to be significant. So it supports the hypothesis in general that Employee Retention is influenced by Job Satisfaction.

Table – 9  
Coefficients (a)

| <b>Coefficients<sup>a</sup></b>  |            |                             |            |                           |        |      |
|----------------------------------|------------|-----------------------------|------------|---------------------------|--------|------|
| Model                            |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|                                  |            | B                           | Std. Error | Beta                      |        |      |
| 1                                | (Constant) | .712                        | .422       |                           | 1.685  | .093 |
|                                  | S0         | .136                        | .037       | .172                      | 3.636  | .000 |
|                                  | S1         | .153                        | .085       | .100                      | -4.049 | .000 |
|                                  | S2         | .014                        | .116       | .044                      | 3.114  | .002 |
|                                  | S3         | .493                        | .103       | .413                      | 4.780  | .060 |
|                                  | S4         | -.093                       | .054       | -.096                     | -1.739 | .083 |
|                                  | S5         | .126                        | .042       | .108                      | 7.536  | .000 |
|                                  | S6         | .135                        | .034       | .108                      | 1.864  | .043 |
|                                  | S7         | -.659                       | .071       | -.489                     | -2.141 | .033 |
|                                  | S8         | -.459                       | .041       | -.361                     | -1.224 | .021 |
|                                  | S9         | .043                        | .056       | .036                      | .853   | .034 |
|                                  | S10        | .355                        | .049       | .275                      | 4.445  | .000 |
|                                  | S11        | .460                        | .057       | .254                      | .767   | .043 |
| S12                              | .874       | .055                        | .761       | 3.330                     | .001   |      |
| <i>a. Dependent Variable: R0</i> |            |                             |            |                           |        |      |

To determine if one or more of the independent variables are significant predictors of Employee retention, we examine the information provided in the coefficient table. It shows that I am satisfied with challenging work (S3) and organization provides

opportunity (S4) are found to be not significant at level of significance 0.05 while I am satisfied with (reward, recognition, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security) are found to be significant.

#### **IV. CONCLUSION**

In this study it is found that there is a influence of motivators and hygiene factors defined by Herzberg on employee job satisfaction while employee job satisfaction has influence on the employee retention. It is also found that motivators and hygiene factors both generate job satisfaction hence can be considered as motivating factors. In this study it is found that most of the motivators and hygiene factors are present in the organization while satisfaction level with respect to motivating factors like supervision and working condition is very low. It also shows that influence of Supervision, working condition, job status and job security on employee retention is more than the money.

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