NATIONAL UNIVERSITY OF SCIENCES & TECHNOLOGY (NUST)
NUST BUSINESS SCHOOL

BUSINESS PROJECT REPORT:

"EMPLOYEE RETENTION

A CASE STUDY OF TERADATA PAKISTAN"

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Executive Summary

"Employee Retention" or "Staff Retention" refers to the techniques, methods and strategies opted by an company to retain their existing staff to avoid the decline in quality and to avoid the direct and indirect cost occurred due to the employees leaving the company. In general, the management of the companies adopt the approach to satisfy the employees by solving their problems at workplace or by giving them different sort of motivations so that they do not leave under ordinary circumstances. This is also a way to save the assets of the company by reducing the turnover rate as the cost of process of new recruitment is saved and they don't have to put an additional cost to train the new employees. This also maintain and enhance the quality of the work and products produced. Existing employees are always more experienced in their work and are more beneficial when it comes to quality of the work. They can handle difficult and challenging situations in more effective manner and often understand the expectations of the management and customers. Teradata Pakistan has been hit by the employee retention problem more than any other organization. They work on niche technologies and when an experienced employee leaves the organization it is almost impossible to get the personnel of same skillset to replace him/her. New employees take time and a lot of resources/cost to be at the same level and in the meantime the quality of the deliverables suffers. For the reason this has always been a teething problem of Teradata's management and to find a way to retain the skilled workforce is their ultimate goal always.

Acknowledgment

During the course of preparation of this dissertation, I have been lucky enough to have the support and guidance of my classmates of EMBA2K12 and faculty members of NUST Business School. It would have been very difficult to perform the level of research and in-depth analysis, which I have been successful in performing, without their help.

I would especially like to acknowledge my project supervisor Dr. Naseer Akhtar for his valuable attention, advice and backing. Not only his grip on the subject; excellent coaching methodology facilitated my learning and its practical application, but also helped me get a better insight of the employee and organizational behavior.

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1. INTRODUCTION

1.1. Defining the problem

With the growing competition in entire world, every organization tries to rope-in the talented people to increase their quality and competitiveness in their respective markets. This results into a higher turnover ratio as every employee wants to move towards that company that offers him/her lucrative salary package. Other than the attractive package offers, there are other reasons due to which employees get dissatisfied and annoyed that they decide to leave the organization. Thus, management, in order to retain the talented work force, should put forth the best strategies to increase employee satisfaction level. One of the many reasons for lower employee retention is that the management layer is quite distant from that of the employee, leading to a massive communication gap. Consequently, employees cannot share problems and issues being faced by them with the management. In the time of need, employees cannot directly access the higher management to solve their problems. If management does not take those problems seriously at the early stage, then that would lead to the dissatisfaction among employees which would turn into them leaving the organization.

Employees' financial concern is the main persuading aspect in the matter of employee retention. Employees will remain motivated towards their work if the monetary reward received by the employees is satisfactory enough. This will act as a major influential factor to not leave the organization because of minor work related issues. Hence, these are some of the important factors that contribute towards an employee's decision to quit a certain organization and opt for any other. Committed, loyal and experienced staff is an asset to the company and higher

employee retention adds to the worth of the company. This will also help in increasing their productivity and improving their level of performance.

1.2. Solving the problem

"Increase in employee satisfaction level increases the retention rate"

The above-mentioned statement is said to be true to solve the employee retention problem. Throughout this study, I would first define that what is employee satisfaction and what are the factors that encapsulate the employee satisfaction and how can we increase the satisfaction by addressing those factors. Secondly, I would establish that whether the above statement is practically true and that the employee satisfaction is as important as the theory says, by surveying employees of Teradata Pakistan. Lastly, using the responses of survey questionnaire, I would analyze that how well Teradata Pakistan is able to address the employee retention and how they can improve upon their methods.

1.3. Aim(s) of the Project

This project aims to achieve following:

- To prove that there is strong relationship between employee satisfaction and employee retention. I-e highly satisfied employees tend to stay more in the organization.

1.4. Objective(s) of the Project

The objectives of this project are:

- To perform qualitative analysis and to understand the optimal ways used by the organization to retain their high performer personnel.

- To prove the association between the employees' satisfaction and turnover rate through the help of the previous research work.

- To study the employee retention methods of Teradata Pakistan and to see how effective they are.

1.5. Model of the Project

The below diagram shows the model of this study that how I would observe the impact on employee retention by studying the changes in employee satisfaction.

Employee Satisfaction

. Employee Compensation
a.. Work Environment
b.. Leadership Effectiveness

Employee Retention
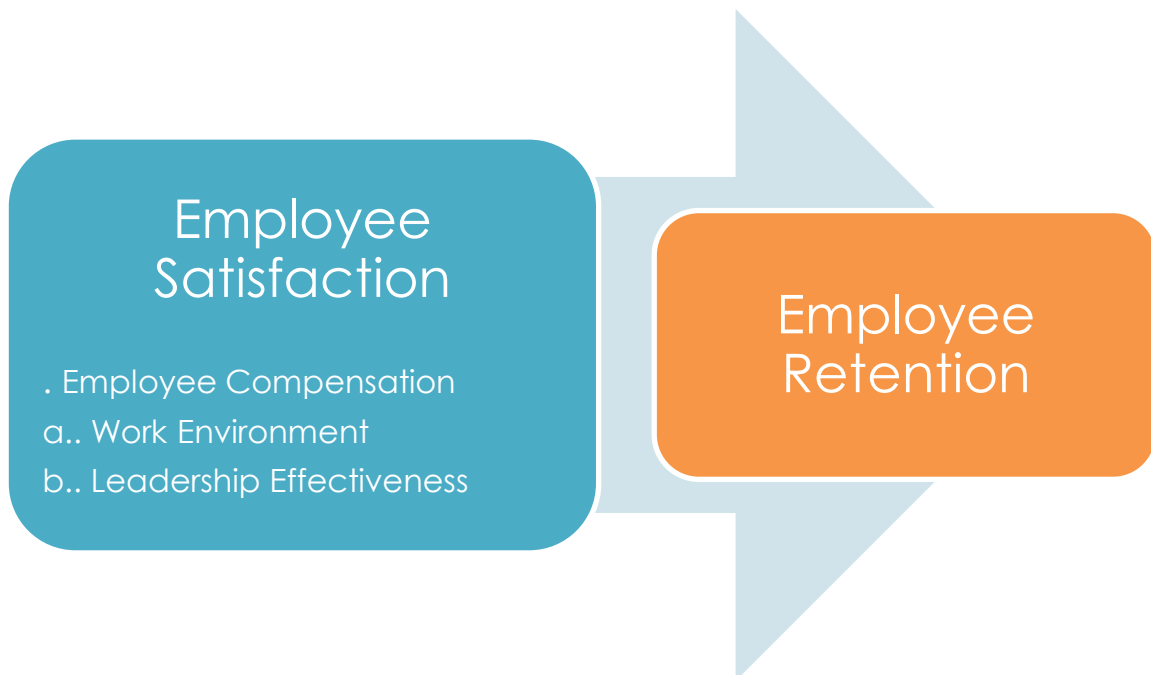
Employee Satisfaction consists of following factors

    a. Employee Compensation

    b. Organization/Work Environment

    c. Leadership Effectiveness

1.6.   Structure of the Project

This study has six chapters, brief description of which is stated below:

- **Chapter One: Introduction**

An introductory chapter that defines the problem statement and purpose of the study.

- **Chapter Two: Understanding Employee Retention and Turnover**

This chapter consists of the definition of employee retention and turnover rate along with the other information that we know so far on employee retention topic from existing studies. Employee retention and methods used by companies to increase that, different reasons of high employee turnover rate are discussed including the strategies to reduce them.

- **Chapter Three: Approach of Analysis**

This chapter describes about the approach that is used to carry out this work and different parameters set to conduct that study.

- **Chapter Four: Findings of Questionnaire**

This chapter discusses the results came up from the responses of questionnaire by the respondents.

- **Chapter Five: Analysis**

A collective analysis and discussion keeping in mind the hypothesis of the dissertation.

- **Chapter Six: Conclusion and Recommendations**

This chapter encompasses the final verdict on the hypothesis that whether it is accepted or not and recommendations.

2. UNDERSTANDING EMPLOYEE RETENTION AND TURNOVER

This chapter encompasses the contents from previous literature to understand the topic of employee retention, impact of employee satisfaction on turnover and methods to increase the employee satisfaction. Further, we will discuss the different reasons of employee turnover and strategies used by companies to overcome that.

The companies that want to strengthen their position in market and further improve and enhance their growth, know the value of talented workforce and try to retain them at any cost. The hardworking and skilled employees upsurge the productivity of the team, department and organization. For the reason, companies desire to retain them for the long period in order to maintain high productivity for the long run. By doing so, companies also achieve the cost reduction that may occur in training and grooming the new employees, should the skilled ones leave. On the other hand, organizations see the non-beneficial employees as less profitable and therefore usually try to get rid of them. So, the great burden lies on the shoulders of management to identify, analyze and judge the working capabilities of employees and then reward them according to those abilities. Hardworking and committed employees who try their level best to meet the expectations should be rewarded in all possible ways. Company must meet their economical and emotional needs and must reward them with both intrinsic and extrinsic satisfaction. Satisfaction in both aspects intrinsic and extrinsic leads to retention of employees for longer period of time.

2.1. Employee Retention

Employee turnover is the percentage or quantity of workers who quit or leave an organization to look for new employment opportunities (Pohler & Schmidt, 2015). The management analyses different reasons of low productivity of the staff, region on problem and other aspects, after which they define the strategies to remove the elements of dissatisfaction in order to achieve the optimal productivity out of each employee. Further, technology has brought radical changes across the entire organizational structure. Globalization factor has further increased the competition. Therefore, companies use cutting-edge technologies to increase the throughput and quality of their work. To do this, they need highly qualified personnel who can develop, use and maintain such methods. Companies spend a huge amount of sum on their employees to train them so that they could perform their jobs in a correct possible way. In today's world, companies that have a shortage of skilled labor cannot produce the technologically advanced products and eventually cannot meet the expectations of their customers. Therefore, companies rely on their trained staff and try to retain them not only to reduce the training and recruitment cost but also to remain in competition and to remain relevant to customers.

2.2. Turnover rate

The turnover rate is the rate at which the employees leave or resign from an organization during a given time period (Pohler & Schmidt, 2015). It is measured either at a department level or at the organization level and indicates the stability of the department or organization. This means, company with the higher turnover rate is less stable than the one with low turnover rate and vice versa. Therefore, in order to achieve stability, companies tend to lessen the turnover rate. The high turnover rate is detrimental in a way that it costs financially to hire and train the

replacement for resigned employees (McManus, J., & Mosca, J., 2015). Further, it also adversely affects company by simply lowering down its reputation and as a result it reduces the market share. With the low repute, it is very hard to attract new investors to invest in the company. This will also dent the capital of the company and will minimize the chances of growth in long term. Given the importance of turnover rate, it is desirable for every organization to reduce this rate and there are several ways through which this rate can be reduced. Providing rewards timely for efficient delivery of assigned tasks, incentives to employees to really stretch their limits and increase productivity, equipping them with right resources for their tasks are just few examples of them. To improve the efficiency of the industry, it is necessary that the key employees (if not all) employees must be kept satisfied through different ways possible, so that they can work in accordance with the expectation of the company as well as the customers.

The turnover however is not harmful all the times and can be proved beneficial at times. For instance, turnover of non-performers does not hurt company and is rather beneficial. Because this leaves the space to hire new and competent workforce which would increase the competitiveness of the company or department. However, turnover of active performers is dangerous as they are the key employees for the profitable growth of the company. Therefore, there should be a fine balance and only optimal turnover rate should be desirable (Glebbeek and Bax (2004)). Lower turnover rate will lead to the advantageous outcomes (Leon et al., 2015):

- The staff would show more productivity in their work place.
- More innovative ideas would flow in to the organization.
- A better right person for the right job ratio.
- It also helps in smooth changes and innovative processes.

On the other hand, higher turnover rate is not at all advantageous and causes following conditions (Prasannakumar, 2015):

- Quality of the service suffers a lot.
- Low productivity among the employees and eventually lower throughput of the organization.

Researches have proved that the job satisfaction leads to the lower turnover rate and gives employees no reason to leave the organization. Friendly and convenient work environment will not only make employee stay in their current position but will also make them more capable to satisfy the expectation of the company and customers.

2.3. Reasons of Employee turnover

Mowday and other in 1982, identified multiple reasons due to which an employee leaves the organization. Some of those reasons are stated below:

- Employees get de-motivated in their workplaces when they get not enough feedback or no feedback at all on their good performances.
- Not giving enough information and/or training at the time of assignment also leaves the employee dissatisfied as in this case they get low results even when they put a lot of efforts.
- If an employee is continuously being undervalued and ignored by the management even at the times when he/she is maintaining a high productivity and meets the expectation quite often, then that makes the employee discontent and disgruntled of their

management. In this case employee intentionally starts putting less effort and hence the productivity decreases.

- If the communication gap between employees and management is so huge that they cannot discuss their problems faced during their jobs, then that becomes the source of dissatisfaction. If this continues for the long period, it makes employees to ultimately leave the organization.

- If the company doesn't provide continuous training to its staff in the ever-changing technological environment, then employees get annoyed as they do not have control over their tasks. This makes the work harder for employees and they eventually decide to leave the company.

- If employees put an extra effort and their work exceed expectations of the management but they do not get any extra incentives or benefits, then they would stop the extra efforts and the level of productivity of the organization would remain same and eventually get behind of the competition.

- If the organization has less growth opportunities to offer, then there is always a possibility of employees leaving it for any other good opportunity.

- Leadership of the companies is quite an important when it comes to motivating the workforce. If the company's leadership is not inspiring, then staff lose interest in work and get an aversion from it. This makes them dissatisfied and ultimately they start looking for new workplaces to work.

2.4. Quantifying Staff turnover

According to Rousseau, (1996) if a company lose its hard-working and skilled staff then it has to pay its cost in monetary terms as well. American management Association conducted a survey

according to which, average annual cost of the replacement of employees is 30% of their salary. Hiring new employees is a cumbersome activity and often a non-productive one, which means that the company may fall to loss due to this non-productivity activity. Thus, in order to spend more time on productive activities and reduce the cost of hiring new employees, companies must take care of their trained staff. Replacement cost of trained and highly skilled employees is even more and could reach 1.5 times to their yearly wages (Contino 2002). The researches also illustrate that the turnover rate will also be lower if the employees have trust on the higher management and are happy from them. Those organizations will have more ability to retain such happy staff and this demonstrates that company has put their efforts in the right direction to improve their efficiency and performance.

2.5. Direct and Indirect Cost

Roehling at el, (2000), says that company has to bear two types of cost when an employee decides to leave it or when the company tries to retain him/her. That cost includes;

a) Direct cost
b) Indirect cost

The expenses that company have to bear in recruitment and training process of new employees are the direct cost. Whereas, low productivity in the absence of skilled employees comes as an indirect cost. Hence, to become a stable organization with increased productivity rate, companies try to reduce turnover rate. High turnover rate is detrimental in a way that it dents the goodwill of the company. The low repute results into the loss of share value as investors don't get attracted to the companies with the low reputed profiles.

2.6. Categories of rewards

Ward, S. (1995) demonstrated in their study that how companies try different methods to motivate and satisfy the employees and during that process how to retain them. The types of rewards are intrinsic and extrinsic

1. **Extrinsic Reward:** The rewards that can be measured, quantifiable, tangible and concrete enough to be recognized by the employees are called as extrinsic rewards. Promotions, pay increases, sales compensations, bonus etc. are example of such rewards. In simple terms, all the monetary rewards are extrinsic rewards. All of these factors help employee get content and satisfied with the company and help company to retain them.

2. **Intrinsic Reward:** On the contrary, usually non-monetary in nature, intrinsic rewards are those that are immeasurable and intangible in nature and make employees satisfied internally. These provide intrinsic motivation to the employees. It includes award of recognition, a sense of achievement, or a conscious satisfaction as well as empowerment given to the employees at their work place. At times, it becomes more powerful too than the extrinsic rewards in a way that if an employee is satisfied internally then he/she can handle day-to-day tasks more efficiently and can cope with the problems faced during the work and hence leave him/her mentally and emotionally stable. It is much easier to retain such workforce which would result into an increase in production level and growth of the entire organization.

2.7. Effective ways of retaining the workforce

Wright, T.A. and Cropanzano, R. (1998) in their studies, identified seven ways to retain the existing employees in the company; following them will help organization achieve their desired turnover rate by fulfilling the needs of employees. Those seven important methods are discussed below:

1. **Effective Communication:** One of the key technique to retain the skilled workforce is effective communication between employee and the employer. The supposition and conjecture are fatal for the employee spirit and for the efficiency of the organization. If an organization could ensure that the communication process and media between the management and the staff is effective enough, then almost all the problems could be resolved at earlier stages. Such organizations flourish more than their competitors as the employees feel free to talk to their management about the problems they face during the work and do not leave them unresolved. By following this, organization provides the basis on which all the issues of the staff can be resolved that dent their performance. Employees would feel comfortable in their workplace and carry out their assignments in a more efficient and productive way. Retaining employees in such organizations is much easier than others.

2. **Reorganization of employees:** During the time of crisis, organizations have to take the hard step by downsizing the employees in order to cut down the cost. During this process, they lose most of their talented and skilled workforce and when the conditions become stable, they have to face the heavy cost by recruiting new employees and training them to the level of existing employees. For organizations, it would be more profitable if they reorganize and

re-adjust their existing workforce rather than replacing them altogether. This will help them in reducing turnover rate and will also save them huge amount of capital.

3. **Hire right person at right job:** The personnel involved in the recruitment and hiring process must understand the culture and way of working in their organization and judge the new hired based on the fact that whether he/she would be the perfect fit for the organization or not. If the new employee cannot get along with the culture of the organization, he/she will leave in short period of time. Due to the inefficient recruitment process, organizations have to suffer the losses in monetary and non-monetary terms.

4. **Ethical and effective Leadership:** Leadership plays the most pivotal role in the growth of any organization and employees look up to the higher management and follow the examples set by them. If the leadership is effective and inspiring, it makes employees interested and motivated in their work place. If the leadership is ethical in conducting organization's matters the followers and employees will follow the same examples. And ethical leadership creates the environment of trust in the organization and such environment makes employees more satisfied in their work.

5. **Managers' effective skills:** Managers are at the key positions at their organizations and are the people to whom the employees of the organizations look for inspiration, guidance and motivation. Managers guide and show the effective path to achieve the assignments and if employees know how to performance their task effectively then that increases their satisfaction level, which in turn will lift the productivity and efficiency level of whole organization.

6. **Fair treatment of employees:** While dealing with the employees, all the managers must understand that self-respect is very important to every being. So, while dealing with them, management must be respectful and fair enough. All the employees must be treated equally so that feelings of injustice should not arise among the employees. This impacts the efficiency of the staff and lower their efforts in meeting company's expectations.

7. **Flexible work environments:** Employees show more productivity in the organizations that offer their staff with the flexible environment in term of timing, transportation and job sharing etc. These benefits leave the employees satisfied and they in turn become more effective and often complete the tasks in less time. Retention in these kind of environments is easier and growth of the company improves.

It is evident from the views of researchers that if a company desires to increase their growth, profits and be more attractive to investors, it must improve the satisfaction level of their employees and have to perform continuous efforts to maintain it at any cost. Hardworking and skilled staff lift the overall productivity level of the organization and thus they are in radar of the management of the organization to retain them.

2.8. Forms of Staff Turnover Error! Reference source not found.

According to Kraft, Debra and Clark, Wendel, staff turnover has four basic types;

a) Avoidable turnover

   The turnover that happens because of circumstances that can be overcome and evaded is commonly known as avoidable turnover.

b) Unavoidable turnover

The turnover rate that results due to inevitable conditions is generally termed as unavoidable turnover.

c) Functional turnover

The turnover rate that occurs due to the low and poor performance of the employees is called as functional turnover. Functionality and performance issues within the organization are the driving factors of this type of turnover.

d) Dysfunctional turnover

The type of turnover that occurs when a competent performer leaves the organization is termed as dysfunctional turnover. There could be several reasons to it, including the attractive and lucrative offers from the competitive organizations or some other attractive and non-monetary benefit

2.9. Approaches to manage the turnover rate

The researchers have identified important techniques to retain the employees and reduce the turnover rate in organizations and increase the profitability ratio. Different organizations use different techniques to reduce the turnover, however some important ways are followed by almost every type organization in different industries. Those three key strategies are discussed here.

1. **A step beyond remuneration**

The company must look for different motivating ways according to the needs, desires and type of personnel. Compensation is not the only effective technique to encourage staff because it is the only way out of their contribution. They should be given more than that to appreciate their work and improve their job skills. Wages can meet the temporary economic needs of employees. To motivate employees both internally and externally, they must be strengthened in their work and be part of the decision making of the company. In this way, they will feel more satisfied and motivated. For example, to retain qualified IT employees, companies should invest on their training in order to make them equipped with the new technologies and ways of working. In this way, their skills would be developed and they would feel satisfied, so they will not accept the new opportunity very easily of the external resources.

2. **Provide incentives**

Providing incentives have always been proved beneficial as it improves the performance of the employees Retention rates and the level of employee performance can be improved within the organization by providing different types of incentives for them. The rewards that can be measured, quantifiable, tangible and recognizable by the employees are called as extrinsic rewards. Promotions, pay increases, sales compensations, bonus etc. are example of such rewards. In simple terms, all the monetary rewards are extrinsic rewards. All of these factors help employee get content and satisfied with the company and help company to retain them. Surveys conducted by researchers Joo, B.-Kand Mclean, G.N. (2006), say that sixty percent of the staff can be satisfied by providing them these rewards and incentives when

they meet the expectation. Another type of incentive that companies follow is, by empowering employees to increase their confidence, and giving them an opportunity to achieve their tasks at a diversified level. This helps in retaining the staff for the long run.

3. **Measuring and managing the progress of work force**

Employees in any organization perform their duties expecting that they would be praised by the organization for keeping good productivity level. This is possible only when the managers of the companies know how to measure the performance effectively. Managers use different ways to measure and evaluate the jobs of their staff. This helps them keep a check on the progress and let them identify the problem are when the performance decreases. Once they identify the problems they try to manage and remove the hurdles in order to keep moving with the stable operations. Effective incentive management can only be possible if company evaluates the status of the progress continuously. For that purpose, companies use different technological methods to keep the records of employee's productivity at different period of time. This makes companies analyze and judge the performance according to the expectations and goals set by the management. After carefully analyzing different incentives plans are devised to facilitate the workforce according to their performance and it is tried to keep every employee satisfy so that the turnover rate could be managed. Additionally, management should also know the strength and weakness of each employee so that they can be trained and assigned to the tasks accordingly.

2.10. Glimpse of Literature Review in chronological order

Following table shows the high-level overview of literature review

Author	Study	Year	Topic
Frear, K. A., Donsbach, J., Theilgard, N., & Shanock, L. R.	Frear, K. A., Donsbach, J., Theilgard, N., & Shanock, L. R. (2017). Supported supervisors are more supportive, but why? A multilevel study of mechanisms and outcomes. Journal of Business and Psychology, 32, 1-15. doi:10.1007/s10869- 016-9485-2	2017	Supported supervisors are more supportive
Kraft, Debra	Kraft, Debra. "Difference Between Functional & Dysfunctional Employee Turnover." Http://Woman.thenest.com, The Nest, 8 June 2016, woman.thenest.com/difference-between-functional-dysfunctional-employee-turnover-18896.html.	2016	Difference Between Functional & Dysfunctional Employee Turnover
Yin, R. K.	Yin, R. K. (2015). Qualitative research from start to finish (2nd ed.). New York, NY: The Guilford Pres	2015	Qualitative research from start to finish
Wang, S.	Wang, S. (2015). Exploring a research method-interview. Advances in Social Sciences Research Journal, 2(7), 161-165. doi:10.14738/assrj.27.1270	2015	Exploring research methods
McManus, J., & Mosca, J.	McManus, J., & Mosca, J. (2015). Strategies to build trust and improve employee 136 engagement. International Journal of Management & Information Systems, 19, 37-42. doi:10.13007/466	2015	Cost of Employee Turnover
Leon, M., Bellairs, T., & Halbesleben, J. R. B. (2015).	Leon, M., Bellairs, T., & Halbesleben, J. R. B. (2015). The impact of regulatory focus on employee turnover and performance throughout a merger. Academy of Management Proceedings, 2015, 17834-17834. doi:10.5465/ambpp.2015.17834abstract	2015	Employee Turnover and Performance
Prasannakumar, J. P.	Prasannakumar, J. P. (2015). Cost of employee turnover: A study based on critical level of employees of five star hotels in Bangalore. Chanakya International Journal of Business Research, 1, 79-88. doi:10.15410/cijbr/2015/v1i1/61409	2015	Cost of Employee Turnover
Pohler, D., & Schmidt, J. A	Pohler, D., & Schmidt, J. A. (2015). Does pay-for-performance strain the employment relationship? The effect of manager bonus eligibility on nonmanagement employee turnover. Personnel Psychology, 2015, 1-35. doi:10.1111/peps.12106	2015	Employee Turnover
Mowday, Richard T.,	Mowday, Richard T., Lyman W. Porter, and Richard M. Steers. Employee—organization	2013	Employee—organization

Lyman W. Porter, and Richard M. Steers	linkages: The psychology of commitment, absenteeism, and turnover. Academic press, 2013.		linkages: The psychology of commitment, absenteeism, and turnover
Clark, Wendel	Clark, Wendel. "Difference Between Functional & Dysfunctional Employee Turnover." EHow, Leaf Group, 2 Apr. 2011, www.ehow.com/info_8154593_difference-functional-dysfunctional-employee-turnover.html	2011	Difference Between Functional & Dysfunctional Employee Turnover
Cardy, Robert L., and Mark L. Lengnick-Hall.	Cardy, Robert L., and Mark L. Lengnick-Hall. "Will they stay or will they go? Exploring a customer-oriented approach to employee retention." Journal of Business and Psychology 26.2 (2011): 213-217.	2011	Employee Retention
Schweyer, Allan	Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning	2010	Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning
Kyndt, Eva, et al.	Schweyer, Allan. Talent management systems: Best practices in technology solutions for recruitment, retention and workforce planning. John Wiley & Sons, 2010.	2009	Employee retention: Organisational and personal perspectives
Kovner, C., Brewer, C., Greene.W., & Fairchild, S.	Kovner, C., Brewer, C., Greene.W., & Fairchild, S. (2009). Understanding new registered nurses' intent to stay at their jobs. Nursing Economics, 27, 81-98. Retrieved from http://search.proquest.com/docview/236935874?accountid=28180	2009	Reasons for employees to stay
Joo, B.-Kand Mclean, G.N.	Joo, B.-Kand Mclean, G.N. 2006, *Best employer studies: a conceptual model from a literature review and a case study,* Human Resource Development Review, 5: 228-57.	2006	Approaches to manage Turnover
Falcone, P	Falcone, P. "Preserving restless top performers: keep your top performers engaged so they don't jump ship once job opportunities arise." HR Magazine 51.3	2006	Preserving restless top performers: keep your top performers

			engaged so they don't jump ship once job opportunities arise
Frank, F. D., Finnegan, R. P., & Taylor, C. R.	he race for talent: Retaining and engaging workers in the 21st century. Human Resource Planning, 27(3), 12-25.	2004	Employee Retention
Glebbeek, A. C., & Bax, E. H.	Glebbeek, A. C., & Bax, E. H. (2004). Is high employee turnover really harmful? An empirical test using company records. Academy of Management Journal, 47(2), 277-286. Retrieved October 30, 2004, from EBSCOhost database.	2004	Balance in Employee Turnover
Contino, D. S. (2002).	Frank, Fredric D., Richard P. Finnegan, and Craig R. Taylor. "The race for talent: Retaining and engaging workers in the 21st century." People and Strategy 27.3 (2004): 12.	2002	Cut turnover costs with five rights of hiring. Nursing Management, 33(4), 18-18.
Roehling	Roehling, M.V., Cavanaugh, M.A., Moynihan, L.M. and Boswell, W, 2000, *The nature of the new employment relationship: a content analysis of the practitioner and academic literatures*, Human Resource Management, 39: 305-20.	2000	Direct and Indirect Cost
Wright, T.A. and Cropanzano, R	Wright, T.A. and Cropanzano, R. 1998, *Emotional exhaustion as a predictor of job performance and voluntary turnover,* Journal of Applied Psychology, 83: 486-91.	1998	effective ways of retaining the workforce
Rousseau	Rousseau, D.M. 1996, Changing the deal while keeping the people, Academy of Management Executive, 10: 50-8.	1996	Quantifying Staff turnover
Ward, S.	Ward, S. 1995, *Managing the Pensions Revolution*, Nicholas Brealey, London.	1995	Intrinsic and Extrinsic rewards
Mowday	Mowday, R.T., Porter, L.W. and Steers, R.M, 1982, Employee-Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover, Academic Press, New York, NY.	1982	Reasons of Employee turnover

3. APPROACH OF ANALYSIS

This chapter demonstrates the methodology that is used to conduct this study to prove the link between employee retention and satisfaction. Skilled and committed employees lift the overall productivity of the organizations and hence are key to the success. Thus, to be on top of their industries for long, companies wish to retain them and stop them to leave for any competitors. This also helps in reducing cost of recruitment and training of new employees.

3.1. Study Approach

A qualitative method provides researchers with direct insight into a situation; scholars can also use qualitative research to understand the underlying reasons for a problem (Yin, 2015). A qualitative questionnaire that revolves around the problem statement or research hypothesis, is used to get the observations, views and responses of the respondents and hence a qualitative approach. Analysis, observations and recommendations are performed based on those collected information.

3.2. Collection of Data

To gather the information required from the appropriate users is called data collection. To get the most relevant and authentic information, respondents are chosen to be higher managers or team lead staff who are in the company for longer period.

3.3. Research tool for data collection

A questionnaire is designed to collect the data from the managers and team leads of the Teradata. The questionnaire that has been formed to include relevant questions that revolve around the

problem statement or the research hypothesis. A questionnaire, which is qualitative in nature is set of 17 questions through which the hypotheses will be tested i-e accepted or rejected. Out of 17, 7 questions were open ended and 10 were close ended.

Open Ended Questions =7 **+** Close Ended Questions = 10 **=** Total Questions = 17
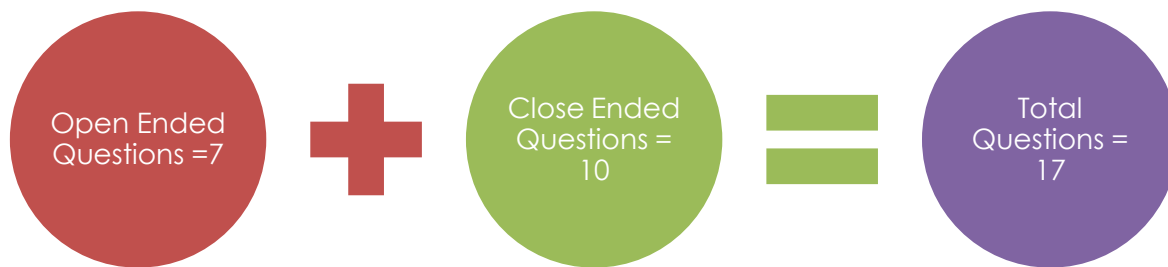
3.4.   Population and Sample size

There are total 80 employees in Teradata Pakistan. Out of 80, 50 are technical staff and 30 are finance and administration staff. Out of 50, 5 are the line managers of the technical staff and about 20 are at Team lead level staff. The issue of retention is more apparent in technical staff, which are 50 in total. These technical people work on niche technologies and when an experienced employee leaves the organization it is almost impossible to get the personnel of same skillset to replace him/her. New employees take time and a lot of resources/cost to be at the same level and in the meantime the quality of the deliverables suffers. The questionnaire was distributed among 25 respondents and 20 of them have responded, including 5 managers and 15 Team Leads. Some of them responded as per expectation while others are of different views.
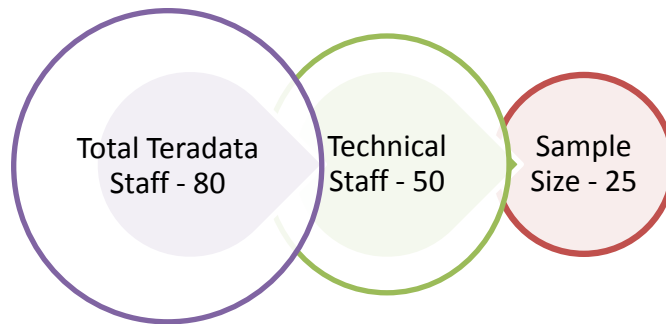
3.5. Characteristics of Respondents

The respondents selected for this survey were the 5 managers and 20 team leads of Teradata. They are very well aware of the staff abilities, their needs and wants. They have a keen eye on each employee's work and know whether they are performing up to expectations or not and where are they lacking quality of work. In total 25 questionnaires were distributed for collecting data from the respondents, 24 from males and 1 from female. Out of 25 questionnaires distributed, 20 were received with complete information filled while 5 were lost and never received. The age group of respondents was between 30 and 50 years.

4. FINDINGS OF QUESTIONNAIRE

This chapter encompasses the responses collected from the respondents using a qualitative questionnaire comprises of problem area. The questionnaire was distributed among 25 people out of which 20 were received and 5 were not received. The respondents, consisting of managers and team leads, have shared their views and insights about the staff retention methods used by Teradata to make the talented workforce stay for long.

4.1. Research Questions

This study comprises of 17 questions, given in appendix, which were asked from the managers and team leads of Teradata to gauge the situation of company operations.

4.1.1.   Work environment in Teradata

The respondents were asked about the work environment provided by the Teradata to its staff. 14 respondents out of total 20, said that the environment in Teradata is very friendly and collaborative. That makes the employees work up to their full potential in a tension-free way. 6 respondents have different views about the environment that it is tough when it comes to timelines of deliverables and challenging to some extent.

4.1.2.   Relationship between customer satisfaction and employee satisfaction

When asked about the relationship between satisfaction of customer and employees, whether it exists or not, 17 responded with "yes" that employee satisfaction is positively related with customer satisfaction And this is the reason that Teradata has maintained strong customer

retention in Pakistan market. They believe that if employees are satisfied they would help in retaining and satisfying the clients as well. 3 out of 20 didn't agree with the statement.

4.1.3. Working Hours

About the flexibility of working hours, 11 respondents said that the working hours are flexible and staff can work on their own timings provided that the deadlines are met. 5 respondents said that it depends on the situation and 4 respondents said that "no" the working hours are not flexible and rather rigid.

4.1.4. Teradata's retention strategy

Respondents were asked about the particular strategy that Teradata adopts when it comes to employee retention

From the responses received, following set of strategies are seen to be prevailed:

- Provide technical trainings to enhance their skills and profile
- Provide them the better learning opportunities by rotating them in different projects
- Extrinsic reward system, such as performance bonuses

3 out of 20 respondents were not sure about any strategy.

4.1.5. Controlling satisfaction using benefits

Another question is asked about the types of benefits are important to enhance the level of satisfaction. All 20 respondents replied that both intrinsic and extrinsic kind of benefits are equally important.

4.1.6. Efficient motivations

14 out of 20 respondents said "yes" when they were asked about the efficiency of the motivations provided by Teradata. Out of 20, 6 respondents said "No", Teradata is not efficient in retaining and motivating employees. They said that Teradata let go many brilliant resources in past that could be retained by motivating them.

4.1.7. Effectiveness of retention policies

About the effectiveness of retention policies, 13 respondents have replied "Yes" that the retention strategies and policies of Teradata are effective to much extent. 7 out of 20 said no the policies are not effective enough and more work is required in that dimension.

4.1.8. Communication Gap

Respondents were asked about their views regarding the communication gaps between managers and staff and whether staff considers their managers approachable or not. 18 respondents replied firmly that there is least communication gap between managers and staff. And Teradata's success as an employer lays in the fact that communication gap between employers and employees is very narrow. Most of the problems are identified and resolved on the spot due to this minimum gap. Only 2 respondents denied this statement.

4.1.9. Manager's role in employee retention

Respondents were asked that in their view how important is the role of manager in staff retention. Out of 20, 18 respondents were adamant that the managers play very important role and without their efforts it would be very hard to achieve the low turnover rate. They believe that

managers are the people who guide, inspire and motivate their subordinates. 2 respondents said that the role of manager is not that important.

4.1.10. Relationship between performance and employee retention

It is asked that whether performance of the employee is the important enough factor when it comes to retaining them. In response 13 respondents said that "Yes" that high performers are the ones that are most desired in the company and they are the usual targets of retention. 4 responded that sometimes the high performers are not retained. 3 respondents said "No" there is no such case.

4.1.11. Employee motivation and turnover rate

All of the respondents replied "Yes" when asked "Do you think that the motivation from managers can increase the performance level of an employee and decrease the turnover rate ultimately".

4.1.12. Desired culture in Teradata

In reply to the question, "In your opinion what type of organizational culture is most appealing to employees in this organization?" all respondents believed that friendly and collaborative culture is more desirable and is more compelling than the stiff culture.

4.1.13. Manager's role to increase productivity level

To get the views of respondents about the manager's role that what kind of role a manager should play to increase the productivity level. Below list is prepared from the responses we received.

- Motivational

- Inspirational

- Leadership

- Guidance

- Encouraging

4.1.14. Interest of work force

Respondents were asked that to what extent Teradata value the interest of employee in term of monetary benefits and career development. 13 out of 20 respondents responded that Teradata values the interest of its employee to greater extent. Remaining 7 were either indifferent or believed Teradata doesn't pay much intention to this aspect.

4.1.15. Challenge for managers

To gauge the competency of managers in Teradata we asked that what is the bigger challenge Teradata face when retaining the employees (internal or external). Out of 20 respondents 18 are of the opinion that the competitor companies are the biggest challenge when it comes to retaining employees. And 2 of them explained that internal factors are more challenging while retaining the staff.

4.1.16. Turnover impact on growth of company

18 respondents were quite sure that the turnover has very strong effect on the growth of the company when asked about the impact of turnover on the company's growth. Only two respondents said that it doesn't impact much the performance and growth of the company.

4.1.17. Importance of staff retention for Teradata

Finally, it has been asked in the questionnaire from the respondents of Teradata that How important is the employee retention for your Teradata? They all said that it is very important that the talented staff stay in the company and help in further growth of the company. Employees are the best resource of knowledge and retaining them would save Teradata from many potential losses including the monetary losses.

From the findings of the survey and observation it has come to know that out of 20 respondents 18 were in a view that employee satisfaction can increase the level of retention and 99% of respondent said that there is positive relationship within these variables. Therefore, the hypothesis has been accepted.

5. ANALYSIS ON RESPONSES

In this study, the problem of employee statement has been focused and to understand the problem more closely, Teradata Pakistan has been chosen as a case study. The purpose to carry out this study is to identify and analyses the reasons of dissatisfaction among employees which causes them to leave their existing workplace. To analyze the situation more effectively information has been collected from the employees of Teradata through interviewing them. A qualitative questionnaire has been designed including all the variables to serve the purpose.

5.1. Staff retention in Teradata

Teradata understands that this is an era of great competition specially in the information technology industry. And to maintain the competitive edge, Teradata added three components; value, service and quality in its strategy. This also helps in building the trust of the existing customers and gets an endorsement from them. This way Teradata have created a strong and long-lasting customer base in Pakistan and other developed countries.

The respondents give their views about the employee turnover rate of Teradata through the survey. They also have given their views about the how to manage the employees and what methods a company should follow to enhance the productivity of the organization. It has also been observed from the responses that in order to gauge the work force is satisfied from the higher management or not, the company must keep on measuring the performance of the employees continuously whether they are up to the standards and expectations set by the company or not. If company finds that the performance has been decreased, then company must address those barriers that are causing the reduced efficiency to avoid them to lead to further

dissatisfaction. This means that the management of the company must show the impressive leadership skills and improve them continuously to inspire the workforce. To further motivate and enhance their capabilities, workforce must be provided with the specialized trainings. This would increase their quality of work and enrich their portfolio of skills. The satisfaction of the staff is directly proportional to the efficiency level of the employees; thus, a company must keep the employees satisfied to maintain and grow their productivity level.

5.2. Effective way of retention

The respondents said that the monetary remunerations like bonuses etc. are the effective tools to address the dissatisfaction among the employees. This is the way to tell them their work is according the expectations of the company and if they keep performing like that the company would reward them with the same benefits in future. Respondents have also stated through the questionnaire that company must find and use different methods to motivate employees according to each individual's needs. Monetary benefits will only satisfy temporary external needs and would not address the internal dissatisfaction. To satisfy and motivate them internally, they must be given enough powers to make decisions so that they feel empowered and not feel like acting on the orders of other personnel always. This would make them more interested in their work and their commitment level would increase for the good of the company.

5.3. Employee Turnover and Internal Dissatisfaction

At times the employees leave their existing position as they don't get enough encouragement from the organization on completing their tasks according to the expectations. This makes them dissatisfied internally and they don't feel like making efforts anymore into their work. Moreover,

it has also been found in the survey that flexible hours and friendly environment are one of the most desirable factors among the employees and this not only make them satisfied in their minds but also get more work out of them in least possible time. The quality of work in such environments is also unmatched. Retaining employees in such organizations is easier than the most.

5.4. Leadership role and employee retention

We asked the respondents about the motivation skills of the managers and their role in retaining the employees. It has been found that the just like the other aspects in the business of the company. leadership plays an equally important role in motivating and retaining the talented workforce in the company. Staff of the company takes inspirations from their leaders and effective inspiration keeps them motivated and interested in their work. It is also a known fact that the employees of any organizations follow the footsteps of their managers and leaders and that's what make a culture in an organization. An ethical leadership leaves the ethical legacy behind and the employees follow the same ethical behavior during their routinely dealings. Also, an ethical and trustworthy leadership creates the environment of good ethics and trust within the organization. This transparent and ethically good environment makes every employee satisfied and they do not think of leaving the organization for an ordinary reason.

5.5. Augmenting Competitiveness

Going through the responses in questionnaire, it has been observed that the satisfied employees are the vital elements in the growth of any company. Companies wishing to maintain and increase their competitiveness must focus on the satisfaction of the employees and retaining their

talented staff at any possible cost. This has been proved through the research that employees who are committed to their work and are skilled and hardworking, enhance the overall productivity and efficiency level of the company. Therefore, it is very evident that organizations, in order to maintain their increased productivity level for longer period, try to retain such employees. This also help them save the cost of training and recruitment. On the contrary, the less hardworking and skilled employees are not that beneficial and often result in some sort of losses. Such employees are often not desirable in any organization in any industry. Thus, it becomes the responsibility of the managers and higher authorities to gauge and monitor the performance of each personnel to reward them accordingly. So, hardworking and skilled employees must be rewarded in both extrinsic and intrinsic way to satisfy them externally and internally, over the employees who are comparatively low performers. This would increase the competitiveness level among the employee and help organization meet and exceed the market competition.

5.6. Reasons of staff turnover

Though the respondents gave different reasons of staff turnover, but it has been observed that the skilled employees are in demand in the market and are the need of any organization. Specially, in the niche market that Teradata serves, these kinds of skills are in high demands and other companies try to rope-in skilled staff at any cost. This gives the workforce good opportunities and better paid jobs than their existing ones. These lucrative offer packages make really difficult for the management of Teradata in particular to retain their employees. To counter these external elements, companies use different methods to engage their staff and make them thinking twice for leaving the company. Meeting the offers they are getting from the other company is one such method but this is not possible always. As stated by respondents that,

sometimes the internal forces are the challenges and they are left with very limited options to use to retain the employees.

5.7. Job satisfaction and employee retention

From the responses of the questionnaire, it has been proved once again that only the satisfied employees in their workplace are the ones who can be easily retained. Friendly and collaborative environment is the desired workplace of each employee and if provided, they will put their best efforts into their work and meet the expectations of the company more often. So, the job satisfaction has direct connection with the employee satisfaction and retention in any organization. This was the one of the purpose of this study to further verify the link between these two and then ultimately find the ways to strengthen this link.

5.8. High turnover rate impacts organization's performance

It is also observed through the responses that high turnover rate is not desirable in an organization as it impacts the overall performance of the organization. The new hired take time to settle and take even more time to give the quality output as per the company's or customers' expectations. Customers' get annoyed at untrained employees and companies have to spend a lot on training of these employees. This results in direct and indirect losses. Hence, to avoid such losses, companies must spend time and efforts to design remunerations for their skilled employees specially to maintain the high standards of their performance.

5.9. Effective employee retention tools of Teradata

We have come to know from the responses that Teradata believes in effective staff retention tools and handles retention issues a bit differently. Since Teradata is in information technology business so monetary incentives are not the only methods of retention and they look beyond that traditional ways. Teradata offers basic technology training to their new employees to make them capable of quality output in least possible time. For existing skilled employees, who Teradata believes are the key to their success in the market, they offer training to new tools and technologies. Those trainings are often conducted under the supervision of international trainers and inside the best lab environments available in different country offices of Teradata. This enhances the skills of the employees and they are better equipped to handle new challenges in the ever-growing information technology domain. This also makes the employees satisfied internally as they feel their skills are developed and being increased continuously. They don't feel stuck in the same routinely tasks and hence don't feel the need of going for any other company to develop their skills. Another type of such intrinsic rewards is that Teradata gives empowerment to their employees in their workplace. Employees are given certain authorities in their tasks and assignments. This way they do not feel like acting on the orders of others. They have freedom to decide upon the way a certain task should be performed as long as it meets the quality standards.

This doesn't mean that Teradata only provides the intrinsic rewards and they don't pay much attention to extrinsic rewards such as promotions, pay raise etc. Teradata tries to compensate financially their employees according to the standards of the market. However, through the responses, it is observed that this is not always possible for Teradata to give the financially equal

offers as the competitors offers to the leaving employees due to both internal and external challenges.

5.10. Provision of flexible work environment

The work environment fostered by Teradata is very accommodating and open. The organization lays emphasis on making their employees feel at ease. Looking at the results, it can be extrapolated that employees in Teradata feel respected by their employer and this also shows in general employee contentment levels. All employees value self-respect and in that vein Teradata management makes a conscious effort to be fair and judicious. This policy of fair play and equality not only ensures that employees feel valued but also helps improve efficiency which results in achievement of company objectives both short term and long.

5.11. Direction of relationship

Researchers the world over have concluded that there is a positive correlation between employee satisfaction and turnover. Additionally, it has been supplied by the management that they make every effort to retain employees by putting in place various retention policies. The management claims that their effort to weed out various employee pain points from their processes has resulted in an upswing in employee retention rate. On the other hand, one extremely irksome factor for employees is when they work hard trying to meet the objectives set forth by the company, exceed all expectations and yet the behavior of the management makes them feel unappreciated. This is a serious symptom of employee dissatisfaction that if allowed to escalate could lead to lower motivation levels and eventual decrease in productivity. Moreover, if the

management ignores its employees by not conducting reviews or does not reward them in any way, employees tent to get dejected.

Another contributing factor toward employee discontent is when company management fails to chalk out a well-defined blueprint of what is expected from them. This is especially evident during assignment of tasks to employees. This is another seriously negative practice, employees are unable to achieve maximum throughput if their objectives are cloudy and vague.

An open and unhindered channel of communication between employees and higher management is of utmost importance as well. Often, it has been observed that employees leave their company due to their voices not being heard and this only happens when there is a communication gap. It is important to make employees feel valued and in this respect companies need put in place various incentive plans so that employee performance and hard work does not go unrewarded or underappreciated. This ensures that employees not only feel appreciated but also motivates them to aspire to higher standards of delivery. The role of leadership and supervisors is paramount in employee satisfaction. On numerous occasions employees leave their organization if they feel they've not been taken care of vis-à-vis their development prospects or if they're not being challenged enough as far as their nature of work is concerned. As an employer, Teradata is in the process of identifying and eradicating factors that contribute toward employee dissatisfaction. This would not only make them the most competitive player in the market but also establish a tradition of retaining talented, hardworking professional which in turn would result in sustainable growth over a period of time.

6. CONCLUSION AND RECOMMENDATIONS

From the data collected from respondents working in Teradata and analysis performed on that, it is observed that 90% of the respondents voiced their opinion in the favor of the fact that only those companies will get success in retaining their existing employees, those are successful in satisfying their workforce at the greater level. Especially those employees who are hardworking, skilled and the ones who display more productivity and raise the overall productivity level of the organization. Teradata has been experimenting different strategies over the years to retain their employees and has been successful to much extent. Employees of Teradata execute their job with their best efforts keeping in their minds that they would be praised and appraised well by their managers and will be given more opportunities in future. Employees in Teradata are well aware of the expectations of Teradata from them and managers have played a good role in communicating them. This also has helped Teradata in gaining the competitive edge in the information technology industry as their employees have become the distinctive mark of quality compared to the competition in the market. Managers in Teradata have been finding and performing various techniques and ways to effectively monitor the performance of their employees in order to reward them accordingly. They are continuously evolving their methods which make their retention strategy more robust.

6.1. Conclusions

6.1.1. What measures Teradata takes

Teradata has been practicing the intrinsic reward tools to satisfy their employees internally for many years and has been successful in that. Those rewards include trainings to enhance their skills, given empowerment in their job. These are not the only intrinsic rewards and Teradata tries to include new such rewards every now and then. We have also discussed during this study the importance of intrinsic rewards and how well they perform in satisfying the employees in their job. Having said that, Teradata believes that extrinsic rewards, which includes pay raise, bonuses etc., are equally important and they provide them to their staff according to their performance.

6.1.2. How well Teradata's strategies work

Practically, Teradata has experienced that these strategies are working very effectively in their favor to increase the market share and to strengthen the foothold in existing customers. Customers are extremely happy by the quality of the work that Teradata's employees bring compared to the competition. Effective retention strategies have increased the efficiency level of the employees. With the improvement of performance, turnover rate is also reduced and this comes with the reduction of training and recruitment cost.

6.1.3. Teradata's perception among it's employees

People working in Teradata wish to stay with the company as they feel and understand that Teradata is kind of company who provides them with the opportunities to grow their skills. In

information technology industry, it is very important that one should keep oneself updated with the new technologies and skills. And Teradata makes sure to provide their employees with the necessary trainings to learn new stuff. Employees also feel that they are being respected and rewarded fairly in their jobs.

6.1.4. Lessons learned from Teradata's practice

The major lessons that can be learned from Teradata are

1. Turnover rate will definitely be reduced if the employees are satisfied in their job. And complete satisfaction doesn't come with the extrinsic rewards only. Intrinsic rewards are equally important and often play major role to maintain and improve the performance of the employees.

2. There is a direct link between employee satisfaction and customer satisfaction. Teradata's case has proved that employee will make customers happy if they are themselves content in their jobs. Teradata's customers have openly praised the professional and quality output that it's employees bring with themselves and that is possible only with the Teradata's excellent strategies to retain and satisfy their staff.

6.2. Recommendations

Teradata has been performing well when it comes to employee retention and this has been proved from the responses we received through the questionnaire. However, there are some cases where Teradata fails to retain and satisfy their staff and it haunts more when those include the skilled and talented personnel. To further reduce the turnover and make sure that no talented

employee leave the company for an ordinary reason, Teradata would have to consider the following recommendations

1. While managers have performed well to identify the needs of the employees, but it is observed that often the approach is more reactive than the preemptive. Appraisal process is only performed only once a year and often the track of the performance of the employees during the year is lost. It is during that time when employees feel a bit demotivated and worthless. Teradata must increase the appraisal interviews from once a year to at least twice a year. They should review aims and objectives set at the start of the year and revise them if necessary. This way the employees would know better about the expectations that company has from them and if they are not fulfilling them effectively then they should be informed quite early in this process. This would help managers monitor the performance of the employees more closely. And this would enable managers to act preemptively if they feel the performance of an employee is decreasing. This would give managers chance to remove any barriers that are being faced by their staff and causing dissatisfaction among them.

2. It is observed that the immediate managers play quite an important role to motivate and inspire the employee and help them in their career within the Teradata. However, the role of the higher management is observed to be missed to much extent. A simple appreciation from the higher management always means a lot to the working staff and it increases their motivation level to manifolds. It is observed that the ground staff and employees working on the client side receive this appreciation from higher management lesser times than they deserve. Higher management should instill inspiration and

appreciation more frequently as they are the people who deal with many challenges in order to deliver the work with the quality.

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APPENDIX A

Below is the questionnaire that was floated among the managers.

Respondent's Name (Optional)

Position at Teradata

Experience in Teradata (Years)

1. What type of work place environment available for the employees in Teradata. (Open Ended)

2. Does customer satisfaction have any connection with job satisfaction of employees. (Close Ended)

3. Are working time assigned to staff to perform their duties flexible or not. (Close Ended)

4. What tools and strategies are used by Teradata to increase employee retention. (Open Ended)

5. What are the most important benefits to retain the skilled and hardworking employees in your organization. (Open Ended)

6. Has Teradata been efficient to motivate their employees. (Close Ended)

7. Are the strategies made by Teradata working effectively to retain the employees. (Close Ended)

8. Do employees find their managers approachable regarding their work-related issues OR is there a communication gap. (Close Ended)

9. According to you what is the impact of attitude/behavior of manager in retaining employees. (Open Ended)

10. Is employee performance a contributing factor towards retention by the higher management. (Close Ended)

11. Do you think that the motivation from managers can increase the performance level of an employee and decrease the turnover rate ultimately (Close Ended)

12. What type of organizational culture appeals to the employees of Teradata. (Open Ended)

13. What role manager plays to enhance the efficiency and productivity level of staff in Teradata. (Open Ended)

14. Up to what degree Teradata value the interest (monetary, career development) of their employees. (Close Ended)

15. What is the biggest challenge for managers in employee retention? Is it external factors (competing firms) or internal factors (organizational processes). (Close Ended)

16. How the growth of the company is impacted by the higher turnover rate. (Open Ended)

17. To what extent the employee retention is important in Teradata. (Close Ended)