Chapter 5

CONCLUSION AND RECOMMENDATIONS

The issue of IT employee retention is a complex one and there is no “silver bullet” to solve the problem. Companies should strive to increase the satisfaction of employees in order to retain them. Since it is not practical to satisfy all by having a single strategy, the staff population employed should be carefully studied and strategies formulated accordingly.

The first five important factors ranked according to their level of importance to employees are as follows:

1. Friendly environment/co-worker relationship
2. Keeping current with technology
3. Company Stability
4. Employer Relationship
5. Salary (factors 4 and 5 both obtained the same ranking)

While salary is often a motivational factor for workers, as seen by the research results, higher salary falls lower on IT staff’s priority list (4th place). This finding was further affirmed when studying the correlation between the importance of the salary factor to an employee, with the minimum salary increase needed to lure him from his present company to another - No correlation could be established between these two.

Research results have revealed that there is a strong correlation between the overall job satisfaction and the employee’s intention to remain in the same company in the next two years. On average, employees showed a high level of satisfaction with “Affiliation needs” in their present context. Most employees were dissatisfied with the “Rewards” given by their company. Growth needs showed very low level of satisfaction.

Another important observation was that the importance of factors varied depending on gender, marital status and experience of employees.
Losing valuable employees can have a significant impact on company’s morale, productivity, and overall profit (Bratton, 2004). Thus, the small and medium scale companies should address the important needs of their staff carefully taking into account the nature of the staff, if they wish to retain them effectively.

Limitations of the Study

Although the companies for the sample were randomly selected, the employees within them to whom the questionnaire was sent could not be randomized since it was sent through friends’ contacts for practical reasons connected with improving response rates. Hence, the employees who participated in this survey could be biased.

The sample size of 46 respondents although is a fair enough sample to perform a statistical analysis, in certain instances, when the responders have not answered all questions becomes a limiting factor. This could have been easily overcome if the sample was much larger.

Although the questionnaire was well thought and underwent several reviews, it could have been better. For example, if there was another column in question 2 asking the employees if those factors were given by the Companies, it would have saved the hassle of asking the employers. However, from the company interview survey, it became apparent that most of the companies do not have a personnel department as such and do not practice any specific strategy with the intention of retaining staff.

Recommendations

It is recommended that this type of study be carried out at least once in two years since the factors that influence employee behaviour can change with time.

This study shows that the importance of each factor vary according to the demographic factors such as gender, marital status and level of experience. Therefore, managers should use different strategies on different sectors of their staff in order to effectively retain them. For example, Stock option was considered as important to some extent only by employees who had 6-8 years of IT experience.
It is recommended that an in depth study be conducted with a large number of respondents so that there would be enough respondents within each demographic category to analyse how the needs differ with different categories (marital status, gender, age, experience, qualification level, job category and designation etc).

It is also recommended that more factors be included within each category and each of the factors be more specific and narrow. This will enable a more in depth analysis to exactly discover which factors play an important role in motivating staff retention.

Summary

In essence this research has been successful in identifying the important factors that help to retain staff. Overall Satisfaction Index proved to be a good indicator of the employee’s intension to remain in a particular company. The comparison of tactics practiced by small and medium scale companies, with the needs of the employees, revealed the companies were not really focused in retaining their staff.

This entire research exercise has helped the author to understand how a research should be conducted in a better way in the future.
REFERENCES


APPENDIX A: QUESTIONNAIRE

MBA RESEARCH QUESTIONNAIRE (EMPLOYEE VIEWS)

This questionnaire was prepared to gather data for my research dissertation at the University of Moratuwa. The purpose of my research is to find factors that would help to retain employees in small and medium scale software companies.

Once you complete, please save this file and send by email to dilishem@yahoo.com.

Most of the questions require you to simply click on the appropriate boxes that closely match your view. Normally, this will be one box per question but some questions require that you tick ALL the statements that might apply. If you click on the wrong box at any point, you can just re-click it (to remove the automatic cross) – and click another choice instead. In some situations, you might have to choose the ‘Other’ option whereas you would be required to enter some text in the given area to explain.

Finally, be assured that these details are collected for the sole purpose of supporting the research dissertation and will remain confidential and anonymous in the report. Your participation is very much appreciated. Thank you.

Work Details

1. Number of employees working in your present company is: (Please select approximate range from below)
   - 1-24
   - 25-49
   - 50-74
   - 75-99
   - 100-124
   - 125-149
   - 150 and above

2. What factors would you consider as important to motivate you to stick to your present work place? (Please click the cages with the numbers 1 to 5, which best represent, your view.)

<table>
<thead>
<tr>
<th>Factors (please feel free to include more factors of your choice)</th>
<th>Level of importance of given factor to motivate you to stay-on in your present work place.</th>
<th>Level of Satisfaction with your current situation:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1-very important, 2-important, 3-neutral, 4-not important, 5-not important at all</td>
<td>1-very satisfied, 2-satisfied, 3-neutral, 4-dissatisfied, 5-very dissatisfied</td>
</tr>
<tr>
<td>1. Company image /Company status</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>2. Stability of company</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>3. Healthy work environment</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>4. Salary/Package</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>5. Medical insurance/allowance</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>6. Share/stock options (ownership of company)</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>7. Opportunities to go abroad and work/Overseas travel</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>8. Career Advancement/Rapid promotion</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>9. Frequent reviews/salary increments</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>10. Job responsibility</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>11. Job recognition (importance of your work)</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>12. Friendly atmosphere/ Co-worker relationship</td>
<td>1 2 3 4 5</td>
<td>1 2 3 4 5</td>
</tr>
</tbody>
</table>
13. Good employer-employee relationship
14. Company having a clear direction, goals
15. Casual dress code
16. Training
17. Staying current with technology
18. Incentives for gaining certifications/professional membership (or for maintaining membership)
19. Rewards/incentives for job achievements
20. Support for Higher education
21. Challenging work/interesting and diverse projects
22. Clear career path
23. Work-Life balance (work not too stressful, enough time to pursue your personal matters)
24. Amount of leave
25. Flexible work hours
26. Fun activities/programmes (eg: Birthday celebrations, sports meets, office trips etc.)
27. Sports facilities like gym, aerobics, swimming etc.
28. Facilities like free-meals, transport, day-care-centers, living quarters etc
29. Proximity(near-by) of home to work place
30. Other (Specify)
31. Other (Specify)
32. Other (Specify)

3. What made you join your present workplace? 
(Choose from the factors given in previous question) eg: 1, 5, 19, 26 etc

4. Were your expectations met?
  ☐ Yes, fully
   ☐ Yes, to some extent
   ☐ No, not at all
   ☐ Too soon to say
   ☐ Other (specify) ........................................

5. Do you feel that the job you are doing is something that you really like and are capable of doing?
   ☐ Yes, fully
   ☐ Yes, to some extent
   ☐ No, not at all
   ☐ Not sure
   ☐ Other (specify) ........................................

6. What do you ideally like to be doing in another 2 years from now?
   ☐ Be in the same Company in the same field (IT)
   ☐ Be in a different Company but in the same field (IT)
   ☐ Go overseas (migration/higher studies/work)
   ☐ Change your field
   ☐ Stay at home
   ☐ Other (specify) ........................................

7. If the last company you worked for was not a software company skip Q7 and go to Q8.
   (a) Number of employees in previous company? (Please select approximate range from below)
      ☐ 1-24   ☐ 25-49   ☐ 50-74   ☐ 75-99   ☐ 100-124   ☐ 125-149   ☐
      150 and above
(b) What was your job category? (Please pick a category from the list given in Q18)

(c) How long did you work there? (in months)

(d) Reasons for leaving? (Mark all that apply from the list given below)
- Unsatisfactory salary
- Work not challenging
- Relationship with supervisor unsatisfactory
- High workload
- No career prospects
- To work abroad
- Personal and family commitments
- Higher studies
- Change in area/category of work
- Other (Specify)
- Other (Specify)

8. What is the minimum salary increase that should be offered for a similar job by another company for you to leave your present job?
- 0-20%
- 21-40%
- 41-60%
- 61-80%
- 81-100%
- 101-120%
- 121-140%
- 141-160%
- 161-180%
- 181-200%
- Other (specify)

9. If leave is important, how many days of leave would you consider necessary annually?

10. If following factors are important, what is the maximum period that is acceptable to you?
   (a) Training: once every (\[6 months \[3 months \[month)
   (b) Salary raise: once every (\[6 months \[3 months \[based dynamically on performance)
   (c) Feedback on job performance: once every (\[6 months \[3 months \[month)
   (d) Casual dress code: (\[once a week \[twice a week \[thrice a week \[every day)

Demographic Details

11. I am a: \[Male \[Female

12. I am: \[Single \[Married

13. My Age is: \[10-19 \[20-29 \[30-39 \[40-49 \[50-59 \[60+

14. My highest educational qualification is
- A-Levels
- Diploma
- Bachelors Degree
- Post-graduate Diploma
- Masters Degree
- PHD
- Other (Specify)

15. My experience in software industry is:
- 0-2 years
- 3-5 years
- 6-8 years
- 9-11 years
- 12-14 years
- 15+years

16. The total number of software companies I have worked in so far is: 

17. What range would your present salary fall into? (optional, k=Rs. 1000)
18. My present job category is:

- Database Administration and Development
- Network Design and Administration
- Graphics/Multimedia
- Systems Analysis, Design, Integration and Implementation
- Programming/Software Engineering
- Project Management, Team lead
- Help-Desk, Technical/Product/Hardware support
- Web Development
- Quality Assurance and Control
- Sales and Marketing
- Technical Writing / Documentation
- Directors and Senior Managers

- Other (Specify)
The responses given by each individual employee to some questions were coded and given a certain weights for analytical purposes. The questions that were coded and the respective values that were given are shown below:

1. Number of employees working in your present company is: *(Please select approximate range from below)*

<table>
<thead>
<tr>
<th>Coded value</th>
<th>1-24</th>
<th>25-49</th>
<th>50-74</th>
<th>75-99</th>
<th>100-124</th>
<th>125-149</th>
<th>150 and above</th>
</tr>
</thead>
</table>

2. What factors would you consider as important to motivate you to stick to your present work place? *(Please click the cages with the numbers 1 to 5, which best represent, your view.)*

<table>
<thead>
<tr>
<th>Response</th>
<th>Very important</th>
<th>Important</th>
<th>Neutral</th>
<th>Not important</th>
<th>Not important at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>0</td>
</tr>
</tbody>
</table>

3. Not Coded

4. Were your expectations met?

<table>
<thead>
<tr>
<th>Coded value</th>
<th>Yes, fully</th>
<th>Yes, to some extent</th>
<th>No, not at all</th>
<th>Too soon to say</th>
<th>Other (specify)</th>
<th>Not answered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td>0</td>
<td>99</td>
<td>999</td>
</tr>
</tbody>
</table>

5. Do you feel that the job you are doing is something that you really like and are capable of doing?

<table>
<thead>
<tr>
<th>Coded value</th>
<th>Yes, fully</th>
<th>Yes, to some extent</th>
<th>No, not at all</th>
<th>Not sure</th>
<th>Other (specify)</th>
<th>Not answered</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+2</td>
<td>+1</td>
<td>-1</td>
<td></td>
<td>99</td>
<td>999</td>
</tr>
</tbody>
</table>

6. What do you ideally like to be doing in another 2 years from now?

<table>
<thead>
<tr>
<th>Coded value</th>
<th>Be in the same Company in the same field (IT)</th>
<th>Be in a different Company but in the same field (IT)</th>
<th>Go overseas (migration/higher studies/work)</th>
<th>Change your field</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+1</td>
<td>-1</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
7. If the last company you worked for was not a software company, skip Q7 and go to Q8.

(a) Number of employees in previous company? (Please select approximate range from below)

<table>
<thead>
<tr>
<th>Coded value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1-24</td>
<td>24</td>
</tr>
<tr>
<td>25-49</td>
<td>49</td>
</tr>
<tr>
<td>50-74</td>
<td>74</td>
</tr>
<tr>
<td>75-99</td>
<td>99</td>
</tr>
<tr>
<td>100-124</td>
<td>124</td>
</tr>
<tr>
<td>125-149</td>
<td>149</td>
</tr>
<tr>
<td>150 and above</td>
<td>1000</td>
</tr>
</tbody>
</table>

(b) Not coded
(c) Not coded
(d) Not coded

8. What is the minimum salary increase that should be offered for a similar job by another company for you to leave your present job?

<table>
<thead>
<tr>
<th>Coded value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>0-20%</td>
<td>10</td>
</tr>
<tr>
<td>21-40%</td>
<td>30</td>
</tr>
<tr>
<td>41-60%</td>
<td>50</td>
</tr>
<tr>
<td>61-80%</td>
<td>70</td>
</tr>
<tr>
<td>81-100%</td>
<td>90</td>
</tr>
<tr>
<td>101-120%</td>
<td>110</td>
</tr>
<tr>
<td>121-140%</td>
<td>130</td>
</tr>
<tr>
<td>141-160%</td>
<td>150</td>
</tr>
<tr>
<td>161-180%</td>
<td>170</td>
</tr>
<tr>
<td>181-200%</td>
<td>190</td>
</tr>
<tr>
<td>Other (specify) (whatever they specify)</td>
<td>0</td>
</tr>
</tbody>
</table>

9. Not coded

10. If following factors are important, what is the maximum period that is acceptable to you?

(a) Training: once every year

<table>
<thead>
<tr>
<th>Coded value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

(b) Salary raise: once every year

<table>
<thead>
<tr>
<th>Coded value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

(b) Feedback on job performance: once every year

<table>
<thead>
<tr>
<th>Coded value</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>
(c) Casual dress code:  
- Once a week: 1  
- Twice a week: 2  
- Thrice a week: 3  
- Every day: 5  
- Not answered: 0

Demographic Details

11. I am a:  
- Male: 1  
- Female: 2  
- Not answered: 0

12. I am:  
- Single: 1  
- Married: 2  
- Not answered: 0

13. My Age is:  
- 10-19: 15  
- 20-29: 25  
- 30-39: 35  
- 40-49: 45  
- 50-59: 55  
- 60+: 65  
- Not answered: 0

14. Not coded

15. My experience in software industry is:  
- 0-2 years: 1  
- 3-5 years: 4  
- 6-8 years: 7  
- 9-11 years: 10  
- 12-14 years: 13  
- 15+: 16  
- Not answered: 0

16. Not coded

17. What range would your present salary fall into? (optional, k=Rs.1000)  
- 0-30k: 15  
- 31-50k: 40  
- 51-70: 60  
- 71-90: 80  
- 91-110: 100  
- 111-130k: 120  
- 131-150k: 140  
- Above 151k: 0

18. Not coded
APPENDIX C: BOI LIST OF SMALL AND MEDIUM SCALE COMPANIES WITH MINIMUM 2 YEARS IN IT INDUSTRY

Company Name

1. Asia Soft
2. Code-Gen
3. Crossvue
4. Debug
5. DOIT-E Lanka
6. Dot Com (Computer Link)
7. Ecode Lanka Systems
8. E-Commerce Technologies
9. EDM Systems
10. Emprise IT
11. E-NOWAVE
12. E-Solutions
13. Eurocenter
14. Eutech Cybernetics Lanka
15. Exant Software Lanka
16. Excel Soft
17. Four Corners Lanka
18. Genesis Software
19. Golden Key Software Solutions
20. Hsenid Software International
21. Inteclicept
22. Interblocks
23. IOM Development
24. ITABS Lanka
25. MIPAC - Software
26. OPRO Lanka
27. Roomsnet International
28. Sabre Technologies
29. Seven Seas Computer Lanka
30. South Asia Software Solutions
31. Teamwork Technology
32. Vantage Technologies
33. Wavenet International
APPENDIX D: COMPANY INTERVIEW

1. What are the benefits or facilities offered to employees of your company? Medical? Transport? Stock options? Any other facilities such as sports?

2. How do you help an employee stay current with technology? What is the nature of software projects undertaken? Diverse or similar domain/technology?

3. How often is training provided to an employee?

4. Is higher education supported? Any incentives to maintain membership?

5. Are there opportunities to work/travel overseas?

6. How would you describe your company culture like? How would you rate the friendliness? (Very high, high, moderate, low, very low)

7. Do you do anything in specific to create and sustain a friendly culture?

8. How would you describe the ergonomics of your working place?

9. Are the employees made aware of the company goals/stability/achievements? How often staff-meetings or similar meetings take place?

10. In your opinion how would you rate your company in terms of stability? (Very high, high, moderate, low, very low)

11. In your opinion what would you say about your company image? (Very good, good, moderate, bad. Very bad)

12. Is there a clear career path defined for employees? How would you describe your organization structure? (Flat/hierarchical/matrix)

13. How do you set salaries, promotions and increments? How often do you have appraisals/feedback?

14. Are there any rewards for job achievements?
15. What is working hours? Flexible? Is there work on week-ends? What is the dress-code? Casual – all 5 days?

16. How long (average years) do you expect an IT employee to stay?

17. In your opinion is it easy to find skilled and experienced staff in Sri Lanka?

18. In your opinion what are the main reasons employees leave your company?

19. Do you find staff turnover high in your company?

20. Any specific strategies followed to retain/attract staff?

21. Finally how would you describe the age group/sex/education/experience level of your staff of your company?
   Age group
   Sex
   Education
   Experience
APPENDIX E: DETAILS OF THE COMPANY SURVEY

<table>
<thead>
<tr>
<th>Factors</th>
<th>Question posed as:</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Company image/Company status</td>
<td>Good?</td>
<td>good</td>
<td>good</td>
<td>moderate</td>
<td>good</td>
<td>low</td>
<td>high</td>
<td>high</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Stability of company</td>
<td>Stable?</td>
<td>very stable</td>
<td>Yes</td>
<td>low as it's a startup company</td>
<td>high</td>
<td>very low</td>
<td>High</td>
<td>moderate</td>
<td>high</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Healthy work environment</td>
<td>Screen Filters, chairs?</td>
<td>no screen filters but ok</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>moderate</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>4. Salary/Package</td>
<td>With market standards?</td>
<td>competitive</td>
<td>higher than market</td>
<td>par with market standards</td>
<td>Yes</td>
<td>very high</td>
<td>Competitive</td>
<td>competitive</td>
<td>competitive</td>
<td>competitive</td>
<td></td>
</tr>
<tr>
<td>5. Medical insurance/allowance</td>
<td>Yes/No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>6. Share/stock options (ownership of company)</td>
<td>Yes/No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>7. Opportunities to go abroad and work/Overseas travel</td>
<td>Yes/No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Career Advancement/Rapid promotion</td>
<td>Yes/No (Type of organisation structure)</td>
<td>No</td>
<td>No</td>
<td>No, flat structure</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>9 Frequent reviews/salary increments</td>
<td>How often?</td>
<td>Annually</td>
<td>reviews half Annually. Increments based on performance only</td>
<td>Annual increment. Feedback project based</td>
<td>Anually</td>
<td>No</td>
<td>Anually</td>
<td>Anually</td>
<td>Anually</td>
<td>Anually</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----------</td>
<td>----------</td>
<td>-------------------------------------------------------------</td>
<td>---------------------------------------------</td>
<td>---------</td>
<td>----</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>12. Friendly atmosphere/ Co-worker relationship</td>
<td>Yes/No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes - open culture, freedom to express</td>
<td>Yes – very high</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>13. Good employer-employee relationship</td>
<td>Yes/No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes – very high</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>14. Company having a clear direction, goals</td>
<td>Yes/No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>15. Casual dress code</td>
<td>how many days per week?</td>
<td>1 day per week</td>
<td>all 5 days</td>
<td>all 5 days except when customer comes</td>
<td>all 5 days</td>
<td>all 5 days</td>
<td>No</td>
<td>Yes, All 5</td>
<td>Yes, all 5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Training</td>
<td>How often?</td>
<td>In-house training</td>
<td>on the job training</td>
<td>on the job training</td>
<td>Depends</td>
<td>self-training &amp; on the job</td>
<td>on the job</td>
<td>self-training</td>
<td>on the job</td>
<td>on the job</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Choice</td>
<td>Action</td>
<td>Technology Uses</td>
<td>Power Builder Applications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------------------------------</td>
<td>--------</td>
<td>--------</td>
<td>-----------------</td>
<td>---------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staying current with technology</td>
<td>what is done about this?</td>
<td>Uses current technology in mobile/wireless applications</td>
<td>Uses power builder applications Mainly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentives for gaining certifications/professional membership (or for maintaining membership)</td>
<td>Yes/No</td>
<td>Yes/No</td>
<td>No/No</td>
<td>No/No/No/No/No/No</td>
<td>No/No/No/No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rewards/incentives for job achievements</td>
<td>Yes/No</td>
<td>No/Yes</td>
<td>No/No</td>
<td>No/No</td>
<td>No/No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support for Higher education</td>
<td>Yes/No</td>
<td>Yes/No</td>
<td>No/No</td>
<td>No/No</td>
<td>No/No</td>
<td>No</td>
<td>a loan facility is available</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenging work/interesting &amp; diverse projects</td>
<td>Take up diverse projects?</td>
<td>No/No (accounting products)</td>
<td>Not diverse projects but interesting - mobile/wireless tech.</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clear career path</td>
<td>Yes/No</td>
<td>No/Yes</td>
<td>No/No</td>
<td>No/No</td>
<td>Yes/No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work-Life balance (work Not too stressful, Enough time to pursue your personal)</td>
<td>late hours?</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------</td>
<td>---------------------</td>
<td>-----------------------------</td>
<td>-----------------------------</td>
<td>--------------------</td>
<td>-------------------------------------------------</td>
<td>---------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25. Flexible Working Hours</td>
<td>working hours?</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>26. Fun Activities/Programmes (e.g. Birthday celebrations, sports meets, office trips etc.)</td>
<td>Yes/No</td>
<td>office trips, get-togethers</td>
<td>Yes, office trips</td>
<td>Yes</td>
<td>Not many. Annual dinner/trip</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27. Sports Facilities like gym, aerobics, swimming etc.</td>
<td>Yes/No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>sports &amp; social club</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28. Facilities like free-meals, transport, day-care-centers, living quarters etc</td>
<td>Yes/No</td>
<td>No</td>
<td>Yes, quarters for people who are in outstation</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>29. Proximity (near-by) of Home to Work Place</td>
<td>transport/quar ters provided?</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: The questions that were not answered by the companies are left blank above.