

Employee Turnover Effect on Nordic Intent and their Retention Strategy

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by

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Under the Supervision of / Mentor

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Goa University

Date: 26th April 2023

Examined by: Naik



Seal of the School

COMPLETION CERTIFICATE

This is to certify that the dissertation / internship report **Employee Turnover Effect on Nordic Intent and their Retention Strategy** is a bonafide work carried out by **Mr Adelio Mendes** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.

Date: 29.04.2023



Prof. Jyoti Pawar
Dean,
Goa Business School

Date: 29/04/2023
Place: Goa University



Prof. Priyanka Naik
Management Studies



DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation / Internship report entitled, “Employee Turnover at Nordic Intent and its Retention Strategy” is based on the results of investigations carried out by me in the (Management Studies) at the Goa Business School, Goa University under the Supervision/Mentorship of Prof. Priyanka Naik and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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26th April, 2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that Mr. Adelio Mendes was interning with Nordic Intent LLP. He worked as an Intern - HR from 1st March 2023 to 26th April 2023.

During his tenure with us, he was found to be hardworking and sincere in carrying out the duties and responsibilities assigned to him.

We wish him all the best in his future endeavors.

for **Nordic Intent LLP**

Sandra Mascarenhas
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Received & Acknowledged

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Profile of the Company

Nordic Intent is an organisation of experienced founders, investors and experts who either develop their own ideas or partner with entrepreneurs that have disrupted business ideas. They utilise their pooled money, expertise and other resources like financial, strategic plans, team, management processes and technical tools to help establish the perfect business platform to scale up its growth.

Their ventures have direct access to the business support and professional services they need. These include Design, Engineering, Finance, Human Resources, Operations, IT, Legal and Recruitment.

While founders focus on building a product, they support them in every other way that matters. Day to Day operations is facilitated by the studios experienced team of marketers, designers, financial professionals and other subject matter experts.

Employee Turnover effect on Nordic Intent LLP and their Retention Strategy

Introduction:

Productivity of any firm is affected by many different factors one of which includes employee turnover. Employee turnover is considered to be most challenging issues in any business this days. Employee turnover is a major problem among most companies worldwide, specially in low paying jobs and now a days mostly in the IT firms as there are many players in this industries and employee has lot of options for the job change. Due to Employee Turnover employer finds it very difficult to maintain their operations stable and to keep performing. For any IT firm human capital is most important so to keep going in the competition in this market organisations have to look into employee turnover matter and have to do something to retain their best talent. Every firm is trying something or the other to attract the best talent like skyhigh compensation packages and benefits. So the present study is to find what are the causes and factors which is responsible for employee turnover and how they can retain their best talent.

The term “turnover” is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.

Abassi et al.(2000)Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment.

Cascio (2003) perceived retention as initiatives which the management takes to prevent employees from leaving the organization.

Statement of the problem:

The purpose of this study is to examine the Employee turnover and its effects on Nordic Intent. Employee Turnover is a major problem in IT sector which increased during COVID-19 pandemic. Reasons behind this include employees seek for a work-life balance which is difficult to achieve in IT sector, salary issues, issues in training and development of employees in new trends in technology, growth of their career. This has led to high cost to the company which is detrimental for their businesses and as per observation “Nordic Intent” is following similar trends. There has been resignation almost every month in the company for some or the other reason I observed this from the time I have joined as intern. It takes lot of time for the company and their human capital to hire new employee in place of that and it also cost them and also their productivity gets slower as new person takes time to understand things properly. Therefore, causes and factors of employee turnover needs to be address at the earliest. This study is to examine the various causes and factors affecting the Employee

Turnover in Nordic Intent and also study its impact. This study also focuses on Retention Strategy of Nordic Intent and to provide the suggestions to improve the same.

Literature review:

J. Vijayakumar , Dr. Navaneetha Kumar , Mr. R. Nagarajan (2012); The paper has clearly revealed the importance of delivering a great employee value proposition as one of the best ways to retain the talents in the Indian Information Technology Industry. The study also shows that variables like conflicts avoided among employees, company rules and regulations made to benefit employees, employee satisfaction in working conditions, marital status play an important role in employee retention. The study shows the importance of employee retention and also how it is a strategic need of the organization thereby should be deemed to extend beyond the traditional people management domains. Talent development and nurturing shouldn't be considered as just as an administrative or procedural requirement but must be considered important strategy wise.

Vibha Gupta(2013); The research focuses on recruitment and retention challenges that the IT/BPO industry currently faces and examines ways to reduce high turnover rates among first year Employees. The research findings imply that employees need manageable workloads, support and recognition from their co-workers and management, and opportunities for growth and innovation. Most of the organizational issues were identified to be structural or technical problems that were supposed to be corrected or adjusted by organisation's administration. But this study shows the factors affection employee attrition are softer factors related to organizational culture, inconsistent shift timings and motivational factors. This study shows how these issues can be rectified with changes in workflow patterns, more efficient tracking systems, better training procedures, or more selective hiring practices.

Journal of Business and Management – Vol. 20, No. 2, (2014); In this particular finding author found that the attraction of a 'higher salary' was the top ranked reason for an employee to leave a company for almost all the IT employees, regardless of gender and age and also apart from that 'higher portfolio', and 'higher company-brand-name. This study focuses on two major problems, recruiting and retaining high value employees. This study found that when given a choice between higher portfolio and higher company brand name, the female employees gave preference to higher portfolio. It was also found that young employees were wanting to change their jobs more frequently due to their desire to reach higher on the professional ladder in short time. It was also found that lucrative offers from competitive companies made the employees think about changing from their existing company. The study also revealed that the employees were much more concerned with their career development.

Dr. Manisha Purohit, IOSR Journal of Business and Management (Apr. 2016);This paper explains some causes of high employee turnover, who it affects the most, and ways companies can decrease employee turnover in order to cut hidden costs. Organizations in India must give serious thought to what drives employee commitment. This study found that dissatisfaction with work or working condition, the working hours, workload and work schedules, incentives, salaries and the facility provided to the workers not being up to the marks were the major reasons behind why most of the industries faced the problem of turnover. This study reveals that most of the IT companies even the top most companies are facing turnover due to many factors. The most important of all is compensation, because

plenty of opportunities are there in the market for experienced, well qualified employees if they switch over to other companies and they will pay more.

Research Gap:

This study examines Employee turnover and its effects in Nordic Intent. This study focuses only on one specific company that being Nordic Intent rather than the entire IT sector as a whole. This study focuses in the causes of Employee turnover and the factors affecting it and its impact on Nordic Intent. This study also focuses on the Retention Strategy, how does it differ from other companies and suggestions on how it can be improved.

Research Objective:

1. To examine the causes of Employee Turnover in the company.
2. To analyse the factors affecting Employee Turnover in the company.
3. To study the impact of Employee Turnover on the company.
4. To study the Retention Strategy of Nordic Intent.
- 5.

Research Questions:

1. What are the causes of Employee Turnover in the company?
2. What are the factors affecting Employee Turnover in the company?
3. What is the impact of the Employee Turnover on the company?
4. What is the Retention Strategy of the company?

Research hypothesis:

H₀: Gender has no relation with Reason for Leaving Job.

H₁: Gender has relation with Reason for Leaving Job.

H₀: Tenure doesn't have correlation with employee satisfaction.

H₁: Tenure has correlation with employee satisfaction.

H₀: Age doesn't have correlation with employee satisfaction.

H₁: Age has correlation with employee satisfaction.

Research Methodology:

a. Data Period:

The project study is conducted in the span of 8 weeks' time period which is from March 2023 to April 2023. Exit interview data of last two years 2021 and 2022.

b. Sampling and Sample Size:

The sampling population will be the staff of the Nordic Intent from their different department of the company. The sample size for this study consists of 40-50 employee currently working in the company to study 'Factors' affecting the employee turnover in the company and sample size for Ex- Employees will be 60-70 to study the causes for leaving their job. Structured questionnaire will be used for the data collection of current employees and the exit interview data will be used for data collection of ex-employees.

c. Sources of Data:

Primary Data Source:

For data collection to find factors affecting the Employee Turnover, questionnaire was prepared containing various questions related to the same and was given to the current employees.

Secondary Data Source:

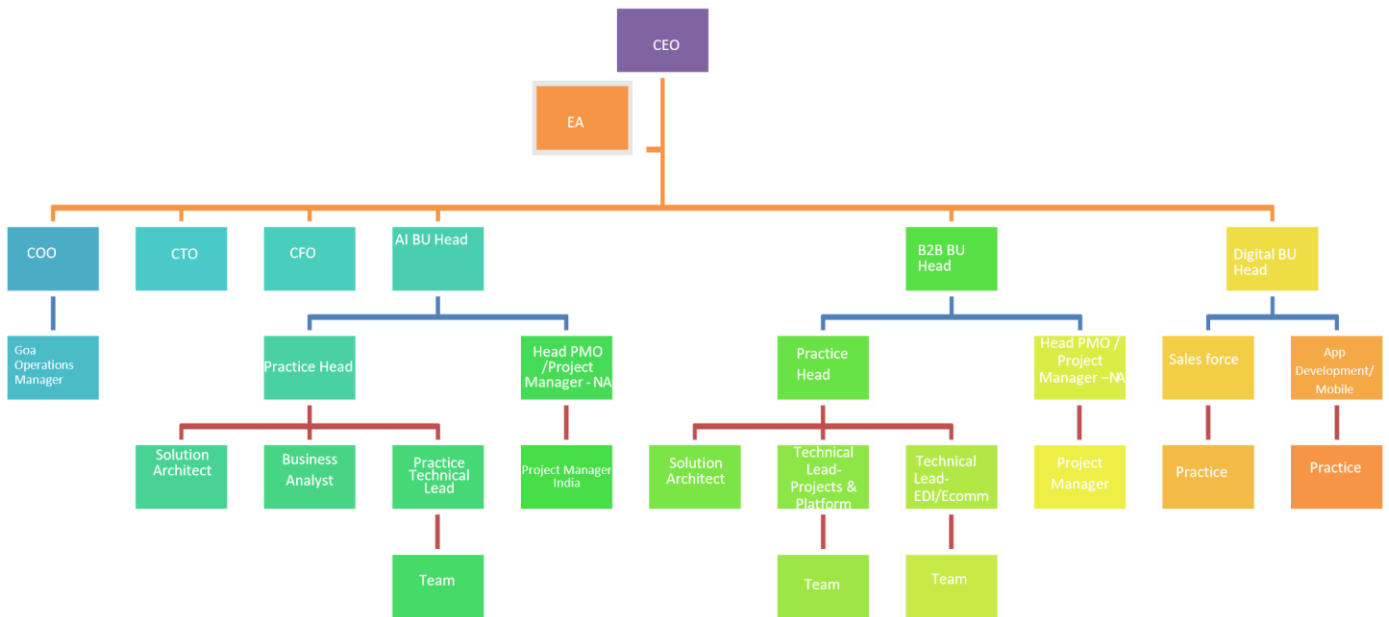
Exit Interviews of ex-employees was used as a data source to find out the reasons behind them leaving their jobs. Other required was obtained from company databases and departmental heads.

Retention Strategy of the company can be both primary and secondary data source. Primary data source in terms of Retention Strategy will be observation. Secondary data source for the same will be data from company, various departments and company website. To study more Retention Strategies and compare it with Tangetia various research papers, articles and websites were reviewed.

d. Tools and Techniques:

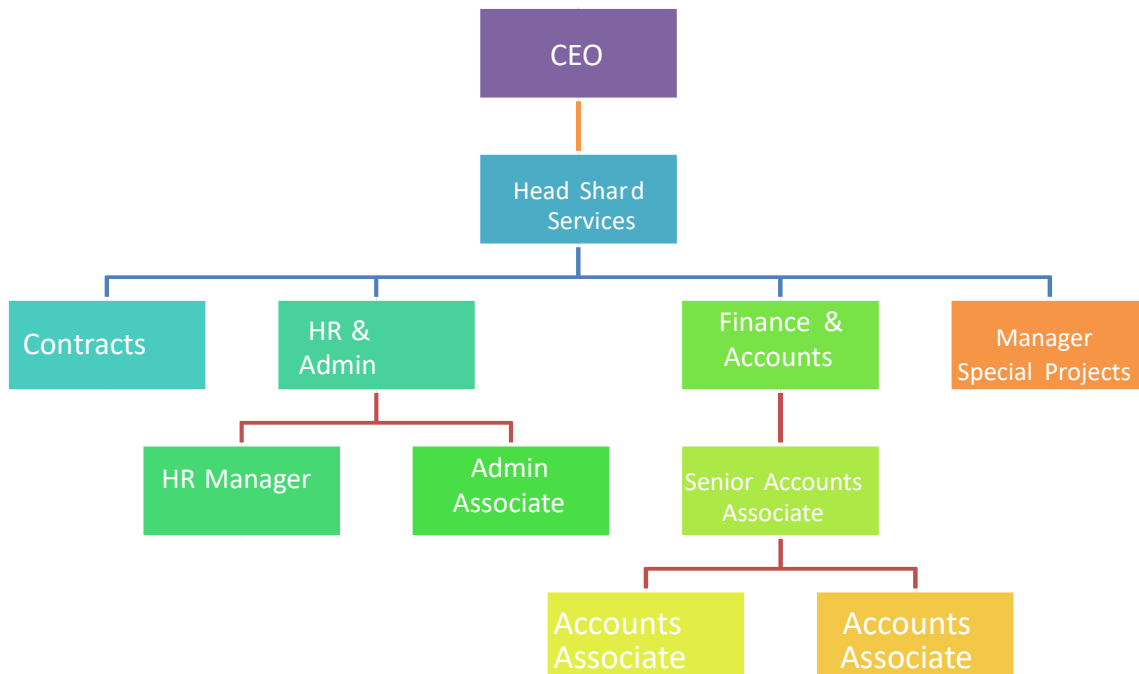
For collecting data structured questionnaire with close ended questions will be used that provide employees with an answer format which is easy to answer and also east to analyse as it focuses on systematically summarising the data and trying to generalise it. Scale which will be used to answer the questionnaire is Likert scale which can be considered to be Interval-level which will be used to ask the respondents to state their agreement with a statement. To make it more specific a five-point scale will be used to allow the respondents to rate their agreement from Strongly Disagree to Strongly Agree then the Likert items are averaged for analysis. The data collected will be represented in tabular as well as graphical form. To establish clear understanding and to know the role of factors multiple correlation will be used to correlate a set of variables. Chi Square will be used. Other tools which will be used are Normality test, Weighted Average method and other useful tests as required

Organizational Structure:



The above structure is of whole organization of the Nordic Intent.

Structure for Shared Service:



Shared Services is the department where two different department are combined that is Human Resource and Finance Department and all can report to Head of Share Service department and which is directly under the CEO.

Analysis:

Causes of Employee Turnover

Exit interview data was collected from the company documents and it had around 69 people responses and this are from Goa office.

| Number of Employee left (in two years) | | | |
|--|--------|--------|-------|
| | Male | Female | Total |
| | 50 | 19 | 69 |
| Percentage | 72.46% | 27.54% | 100% |

The above table shows total number of Male and Female employees left the company in year 2020 and 2021. It shows that out of total people left, Male employees are more with 72.46% than the female employees with 27.54%.

| | Year 2021 | Year 2020 |
|---------------------------|-------------|-------------|
| Employee Left | 48 | 21 |
| Average Employee Employed | 115 | 58 |
| Employee Turnover Rate | 41.73% | 36.20% |
| Male Employee (Left) | 35 (72.91%) | 15 (71.42%) |
| Female Employee (Left) | 13 (27.08%) | 6 (28.57%) |

Above table shows number of employee left in 2020 and 2021. In the year 2020, 21 people left the company and turnover rate was 36.20% and from that 21 people 15 were male and 6 were female and in the year 2021 48 people left the organisation for various reason and turnover rate were 41.73% which was higher than the previous year 2020. From that 48 employee 35 were male and 13 were female.

| Sr.No | Factors | X | W | XW | XW/ΣW | RANK |
|-------|--------------------|----|---|-----|----------|------|
| 1 | Better Opportunity | 12 | 5 | 60 | 2.142857 | 3 |
| 2 | Career Growth | 13 | 6 | 78 | 2.785714 | 2 |
| 3 | Health Issue | 8 | 4 | 32 | 1.142857 | 4 |
| 4 | Personal Reason | 7 | 2 | 14 | 0.5 | 6 |
| 5 | Remuneration | 15 | 7 | 105 | 3.75 | 1 |
| 6 | Futher Study | 8 | 3 | 24 | 0.857143 | 5 |

| | | | | | | |
|---------------------------------|-------|-----------|-----------|------------|-----------------|---|
| 7 | Other | 6 | 1 | 6 | 0.214286 | 7 |
| Total | | 69 | 28 | 319 | 11.39286 | |
| Weighted Average Method. | | | | | | |

To know the main cause of employee turnover in the company weighted average method is used(weights was listed before gathering the responses). So seven factors were is considered for the study and each factors is given some weight (as “Remuneration” is given weight as 7 which is highest and “Other” is given as 1).

So, the most affecting factor to employee turnover in the company is can be seen as Remuneration with the average of 3.75 and followed by Career growth and then Better opportunity.

Contingency Tables

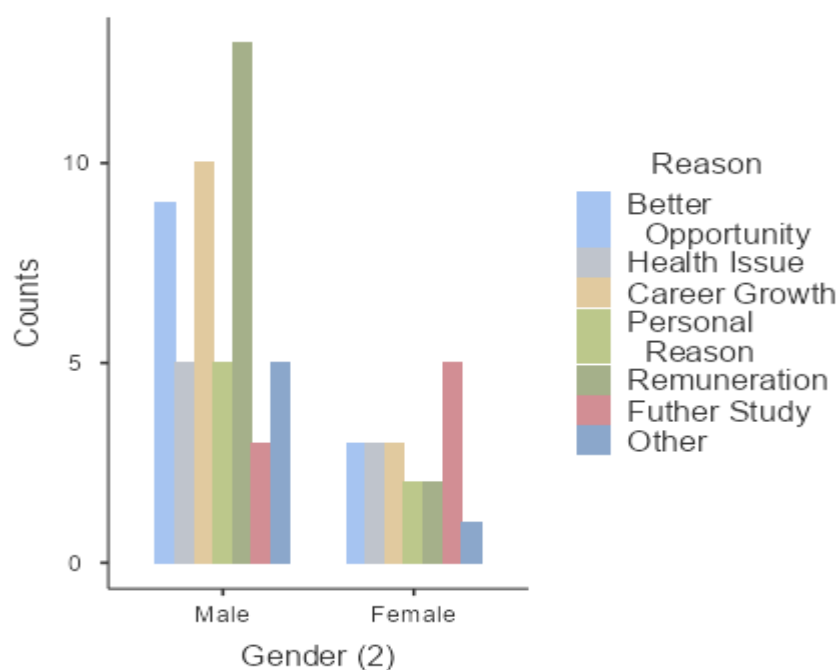
Contingency Tables (Chi Square- Gender/Reason of Leaving)

| Gender | | Reason | | | | | | | Total |
|--------|----------|-------------|--------|--------|----------|--------------|---------|-------|-------|
| | | Better | Health | Career | Personal | Remuneration | Further | Other | |
| | | Opportunity | Issue | Growth | Reason | | Study | | |
| | | | | | | | | | |
| Male | Observed | 9 | 5 | 10 | 5 | 13 | 3 | 5 | 50 |
| | Expected | 8.70 | 5.80 | 9.42 | 5.07 | 10.87 | 5.80 | 4.35 | 50. |
| | | | | | | | | | 0 |
| Female | Observed | 3 | 3 | 3 | 2 | 2 | 5 | 1 | 19 |
| | Expected | 3.30 | 2.20 | 3.58 | 1.93 | 4.13 | 2.20 | 1.65 | 19. |
| | | | | | | | | | 0 |
| Total | Observed | 12 | 8 | 13 | 7 | 15 | 8 | 6 | 69 |
| | Expected | 12.00 | 8.00 | 13.00 | 7.00 | 15.00 | 8.00 | 6.00 | 69. |
| | | | | | | | | | 0 |

χ^2 Tests

| | | | | | |
|----------|------|----|-------|-------------------------|--|
| | | | | Nominal | |
| | | | | | |
| χ^2 | 7.34 | 6 | 0.290 | | |
| N | 69 | | | | |
| | | | | | |
| Value | | df | p | Value | |
| | | | | Contingency coefficient | |
| | | | | 0.310 | |

Chi square test was performed to check if there is any association between Gender and the reason of leaving the job.



It was found that there were not much significant differences between Male and Female in the reason for leaving the job. But there is a difference in two reason one is Remuneration which is higher than expected in male side and Further studies is higher than expected in female other reasons has not much differences.

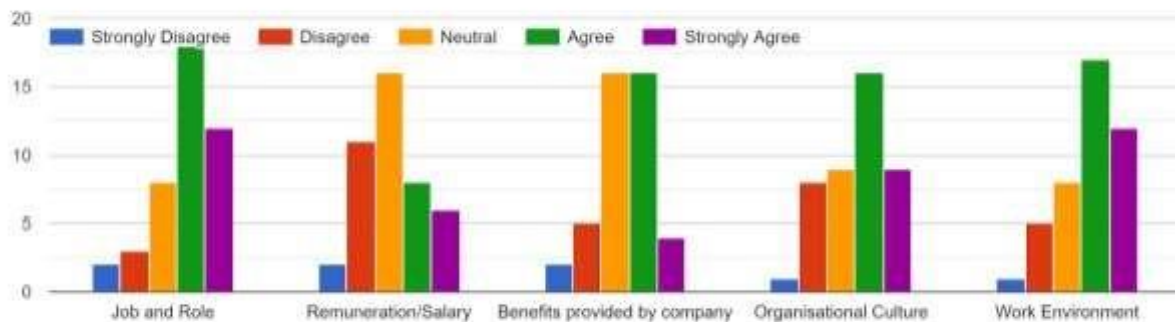
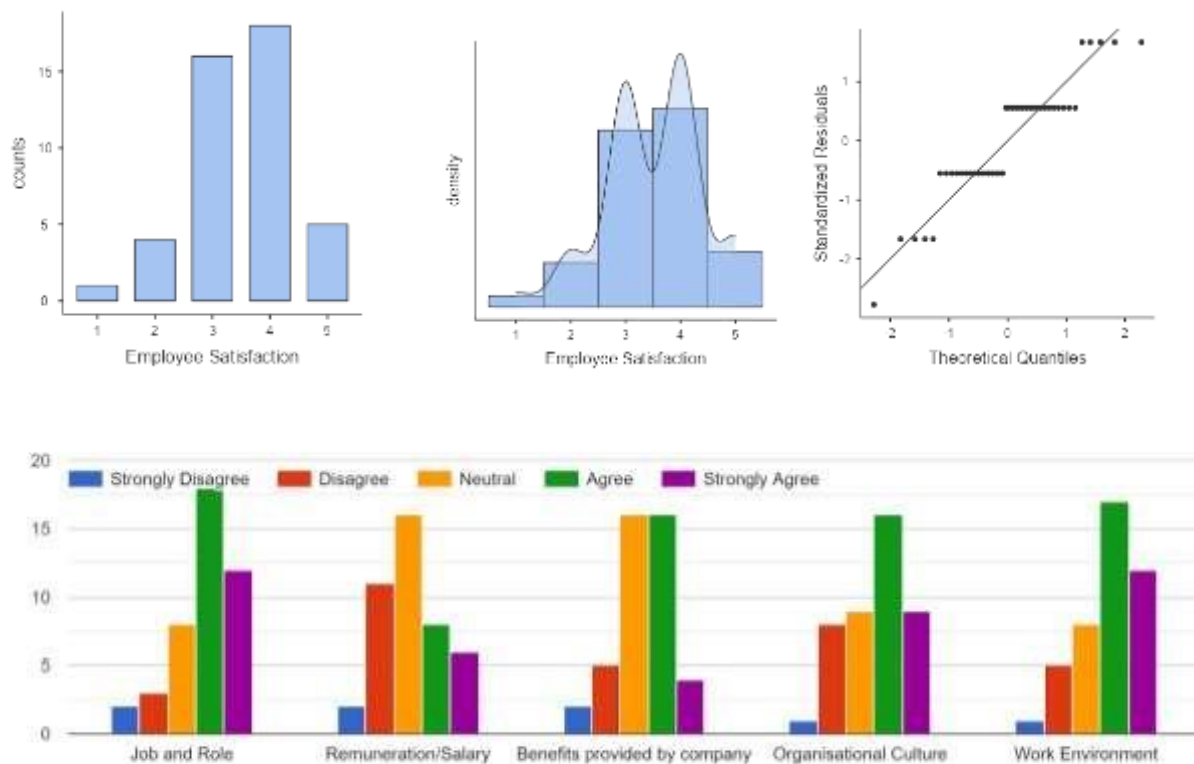
Important Factor and Employee Satisfaction

To check what factors might affect the employee turnover in the future. Also to know what are the factors employee think which is important for better employment opportunity and if employee are satisfied. Questionnaire were circulated with the employee and around 44 responses were gathered.

Employee Satisfaction:

| Descriptives | Employee Satisfaction | |
|---------------------|-----------------------|--------|
| | | |
| N | | 44 |
| Missing | | 0 |
| Mean | | 3.50 |
| Std. error mean | | 0.136 |
| Median | | 4.00 |
| Mode | | 4.00 |
| Sum | | 154 |
| Standard deviation | | 0.902 |
| Variance | | 0.814 |
| Minimum | | 1 |
| Maximum | | 5 |
| Skewness | | -0.398 |
| Std. error skewness | | 0.357 |
| Kurtosis | | 0.280 |
| Std. error kurtosis | | 0.702 |
| Shapiro-Wilk W | | 0.886 |
| Shapiro-Wilk p | | < .001 |

Employee Satisfaction



So as we can see the mean of the average of employee satisfaction is 3.50 (Table.1) which means most of the employee are just agreeing that they are satisfied with everything they got or getting right now from the company. Whereas we can see in Bar-Graph that for remuneration employees are being mostly neutral or they Disagree.

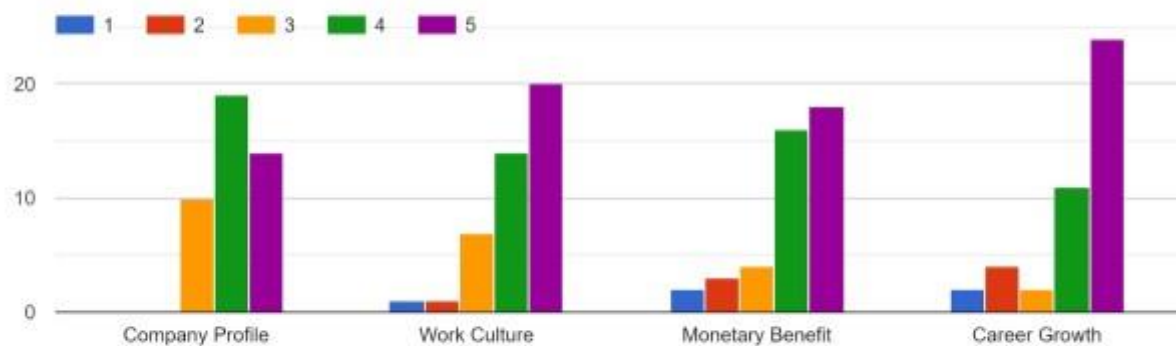
Mode is 4 which means most of the responses are as Agree (1- Strongly Disagree & 5- Strongly Agree) and also we can see that the data is not normally distributed.

Expected Elements:

| | <i>[Company Profile]</i> | <i>[Work Culture]</i> | <i>[Monetary Benefit]</i> | <i>[Career Growth]</i> |
|---------------------------|--------------------------|-----------------------|---------------------------|------------------------|
| Mean | 4.090909 | 4.204545 | 4.045455 | 4.204545 |
| Standard Error | 0.111771 | 0.143865 | 0.165638 | 0.176828 |
| Median | 4 | 4 | 4 | 5 |
| Mode | 4 | 5 | 5 | 5 |
| Standard Deviation Sample | 0.741406 | 0.954294 | 1.098721 | 1.172942 |

| | | | | |
|--------------|-----------|-----------|-----------|-----------|
| Variance | 0.549683 | 0.910677 | 1.207188 | 1.375793 |
| Kurtosis | -1.12148 | 1.687519 | 1.26106 | 1.294201 |
| Skewness | -0.14822 | -1.27292 | -1.30568 | -1.5049 |
| Range | 2 | 4 | 4 | 4 |
| Minimum | 3 | 1 | 1 | 1 |
| Maximum | 5 | 5 | 5 | 5 |
| Sum | 180 | 185 | 178 | 185 |
| <u>Count</u> | <u>44</u> | <u>44</u> | <u>44</u> | <u>44</u> |

Mean is almost same for all element that is 4 which means most respondent have filled their expectation as high. Standard deviation is higher for career growth so it means there is higher expectation value than any other Element.



The above Bar-Graph tells us that Career Growth is the most expected element which employee think is important for better employment opportunity in the organization. So company must focus more on career growth of the employee, then we can see Work Culture and Monetary benefits which employee thinks as important element.

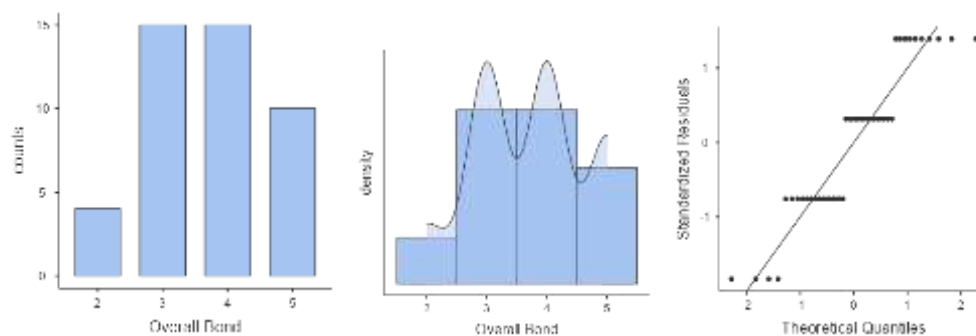
Bond:

Descriptives

| | |
|---------|---------------------|
| | Overall Bond |
| | 44 |
| N | |
| Missing | 1 |

| | |
|---------------------|-------------------|
| Mean | 3.70 |
| Std. error mean | 0.140 |
| Median | 4.00 |
| Mode | 3.00 ^a |
| Sum | 163 |
| Standard deviation | 0.930 |
| Variance | 0.864 |
| Minimum | 2 |
| Maximum | 5 |
| Skewness | -0.0888 |
| Std. error skewness | 0.357 |
| Kurtosis | -0.867 |
| Std. error kurtosis | 0.702 |
| Shapiro-Wilk W | 0.874 |
| Shapiro-Wilk p | < .001 |

^a More than one mode exists, only the first is reported



The mean is 3.70 which from which we can say that the employees bond with their all colleagues (Practice Head, Manager and others) is good. The normality test tells that the data is not normally distributed.

Correlation:

Correlation between Age and Satisfaction:

| | <i>Age</i> | <i>Satisfaction</i> |
|--------------|------------|---------------------|
| Age | 1 | |
| Satisfaction | -0.0797338 | 1 |

There is a negative correlation between the Age and the Satisfaction of the employee. As age increases employee become less satisfied with everything you provide.

Correlation between Tenure and Satisfaction:

| | | | | | | |
|--------|--------------|--------|---|--------------|----------|---|
| Tenure | Satisfaction | Tenure | 1 | Satisfaction | -0.28141 | 1 |
|--------|--------------|--------|---|--------------|----------|---|

There is a negative correlation between the Tenure and the Satisfaction of the employee. As tenure increases employee become less satisfied with everything you provide.

So we can say that there is a significant relation between the demographic detail and satisfaction of employee.

Other Factor for Satisfaction:

Some more factors were considered like shift timing, appreciation from head, plans of further study and if grievance are addressed on time or not.

| | YES | NO | Maybe | Total |
|------------------|--------|--------|-------|-------|
| No. of Responses | 32 | 8 | 4 | 44 |
| Percentage | 72.72% | 18.18% | 9.09% | 100% |

Table. 1(Shift Timing)

Above table shows the responses for Shift timing. As we can see 72.72% employee are happy with the shift timing, 18.18% are not happy and 9.09% said maybe.

| | Strongly Agree | Agree | Neutral | Disagree | Strongly Disagree |
|------------------|----------------|-------|---------|----------|-------------------|
| No. of Responses | 11 | 19 | 9 | 3 | 2 |
| Percentage | 25% | 43% | 20.45% | 6.81% | 4.54% |

Table.2 (Appreciation from Head)

Table.2 shows data for head of the employee appreciates their work or not. So 25% employee Strongly agree that their head appreciates their work 43% employee Agree, 20.45% employee are neutral on that statement and around 11% employees disagree that their head appreciates their work.

| | YES | NO | Maybe | Total |
|------------------|--------|--------|--------|-------|
| No. of Responses | 6 | 26 | 12 | 44 |
| Percentage | 13.63% | 59.09% | 27.27% | 100% |

Table.3 (Further Study)

The above table shows 13.63% employee are planning for their higher studies, 27.27% may be go to study further and 59.09% said they are not planning for further studies. Employee who said yes or maybe might leave the firm for further study.

| | YES | NO | Maybe | Total |
|------------------|-----|--------|--------|-------|
| No. of Responses | 22 | 7 | 15 | 44 |
| Percentage | 50% | 15.90% | 34.09% | 100% |

Table.4 (Grievance)

Around 50% employee said their grievances are addressed and solved immediately, where as 34.09% employee says that maybe their grievance is handled and solved on time and 15.90% employee said No.

Problem Face by Company: because of Employee Turnover

Due to employee turnover in the company, problems that company faces is their **productivity decreases** which affects their goals which are set by them like if client has given some deadline to give project that deadline might increase due to employee who left.

Also, the Moral of other employee comes down as their workload increases and some time, they have to work for more time to meet the projects deadline so that the company meet their set goals at the end and sometime taking new employee also don't help because they take time to get use to new things and environment so load of work remains same on the employee.

Other problem that is faced by the firm due to employee turnover is recruiting cost and time, recruiting cost gets very high sometime as they pay to the Job boards for advertising and also to advertise on the advertising tools and software. Also, company have some consultant they have to pay them also to hire. And all of this takes lots of days and time of the individuals who are into the process till candidate is hired.

And as the company is in IT service business Time and productivity is more important to the company as they have to meet the deadlines of the projects and they have to give quality product or services to their clients. Also, sometimes due to workload and extra working it affects the health of other employee in the company.

Retention Strategies:

First of all, the company provides proper work life balance to the employee as employee have to work for five days in a week from which 2 days are work from home which gives them time to spend with their family, friends. Also, you have flexibility of 1 hour to take breaks while working.

Also, Company provides health insurance to the employee and their family (Wife and children), and give employee the joining bonus after completion of probation period as some amount of Crypto Currency. Also, full time employee can get loan from the company.

Company also gives vacation leaves to the employee which is 15 days leave per year. Company always welcome suggestions from their employee during the discussion. There is also a free communication flow in the company like any employee can talk with higher management people directly and has friendly work environment and culture, you can call everybody by their names.

Learnings and skills developed:

About my learnings during the period of past 2 months in the company Nordic Intent is that got to know about the recruitments like the process of recruitment, learned about how to shortlist the candidates for the interview and also learned about how on-boarding of the selected candidate to be done but it's not same always as every company use different techniques in the process. Recruiting specially the technical recruiting as Nordic Intent is Information Technology firm so they have many different technologies so we as HR need to know all the basics of the technology how it works. About leave polices like what kind of leave employee gets and how many they get and then what holiday's does the company give. They about payments and deduction like they operate from India and Canada so in India payment is deposited to employee at end of the month and in Canada its every 15 days and deduction vary based on every region or local jurisdiction. And about how company practice employee engagement activity.

Also learned about work culture of company, Nordic Intent encourages diversity while hiring the employees as they hire people from every part of country as company is operating in India and India has diversified culture and treat everyone with respect and in company there everyone helps each other to grow in their careers. Can say company understands work life balance as they practice hybrid work system like work from home and have to come in office for two days and weekends are off so that employee gets time to do other things. Very friendly environment in company and management can be easily approachable for any help and there is Internal Complaint Committee present if any employee is facing any violence or difficulty while working.

About skills developed during this period is how to speak with different people working in firm or with new candidates and also how to send or write formal emails to people working in company. Also developed skill of time management like how to distribute time to each task to complete it.

Also learned about how to manage work load and how to keep track of the work and to plan work as in the company every employee practice short term plan of weeks, then quarterly plans. This practice is good as you have your clear focus on what to do and how to go ahead to complete the tasks and also due to this learned about time management. Sometime mistakes happen with an individual's so as intern mistakes happens from my end also and have to listen to shouting of your reporting managers, so this has built one more quality of learning things from your mistakes and correcting that this quality always help's one individual in growing in the career. Most importantly leaned about how to communicate professionally within the company and also with others.

Conclusion and Recommendation

There is employee turnover in the company and the rate of employee turnover is increased by 5% in the year 2022 that from year 2021 in the company also found that more male employee leaves the company then the female employee. Also, we got to know that Remuneration, Career Growth and due to lack of Better Opportunity employee are leaving and joining the other company and some other reasons are health issue and to go for further studies.

We also found that employee in the company is mostly Satisfied with all the things they get from the company but we also saw that Remuneration/Salary they are getting is what mostly people are not happy with and it might lead to employee turnover.

So, from the study found that for most of the employee Career Growth, Work Culture and Monitory Benefits are most important element for better employment opportunity.

Age and Tenure have negative correlation with the employee satisfaction as study tells that as age of the employee increases, they get less satisfied with the things they get from the company and also as tenure with company increases, they get less satisfied with the things company provide.

Most of the people are happy with their shift timing they are working in. Also found that heads of the departments Appreciates the work done by the employee and also grievance are also addressed and solved immediately. Study found that almost 40% employee might leave and go for further studies.

Study also found that due to employee turnover effects moral of employee and productivity it gets down and which further effects profitability of the business then there is high cost for hiring new employing and training them. Also, I found that people who are working in night shift don't have sufficient place to stay. Company provides different things to retain their force as they provide proper work life balance, health insurance for employee and loan from the firm to employee who need's.

It is therefore recommended that company should try to increase salary of the employees as this is one of the major factors, also recognition to employee for their achievement and also department heads must appreciate employee not only for their work done but also should appreciate their efforts they are putting, chance of advancement and growth in the career. As this are the most common reason people leave and also employee who are working want the

same thing from their employer. Company can also provide Pick up and Drop facility to their employee so that people who are working in night shift and want to go home can go as there is improper facility to stay.

References:For company details:

- Nordic Intent LLP Website: <https://nordicintent.com/>
- News articles from web
- Own observation for industry details
- Articles from different websites.