

*The role of organizational reward systems towards employee  
retention at DigitalSpinners*



**BY**

Amal Khan 01-221102-024

Afza Fatima Chaudhary 01-221102-021

**MBA**

**Supervisor: Sir Kashif Ahmed**

**BAHRIA UNIVERSITY ISLAMABAD**

**2012**

# **ABSTRACT**

The ability to sustain an organization's work force is known as employee retention. In today's extensive competition, turnover and employee loss are commonly faced factors. Every organization creates strategies, uses theories and implements plans to retain employees.

The retention of employees seems most pivotal in the software industry; similarly at DigitalSpinners, as skilled employees are not only difficult to train, but their cost over time in form of investment is not reversible.

Employees are the pivotal factor of any organization. Their motivation and satisfaction in the long run lead towards better and healthier work places. The art to manage the fit between person/organization, and work life balance, helps indulge towards a sustainable and productive work environment.

The ability to understand employees is an art and to then analyze the outcomes helps better the chances of employee retention. Employee retention not only decreases turnover but also helps build employee loyalty and build goodwill in the industry for future development.

## ***DEDICATED***

***“To the Everlasting Love of My Parents and Husband”.***

# TABLE OF CONTENTS

<b>INTRODUCTION .....</b>	<b>1</b>
RESEARCH TITLE .....	2
RESEARCH PROBLEM .....	2
OBJECTIVES .....	3
RATIONALE FOR RESEARCH.....	4
RESEARCH QUESTIONS .....	5
THEORETICAL FRAMEWORK.....	5
HYPOTHESIS.....	6
INTRODUCTION TO THE ORGANIZATION .....	7
LIMITATIONS.....	8
KEY-TERMS .....	9
<b>LITERATURE REVIEW.....</b>	<b>13</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>36</b>
METHOD OF STUDY .....	37
SAMPLE .....	37
INSTRUMENTS AND MEASURES .....	37
QUESTIONNAIRE.....	38
INTERVIEWS.....	39
SECONDARY DATA .....	39
<b>DISCUSSIONS OF RESULTS.....</b>	<b>40</b>
SURVEY RESULTS OF THE EMPLOYEE QUESTIONNAIRE .....	41
EMPLOYEE INTERVIEW RESULTS .....	53
SURVEY RESULTS OF THE MANAGEMENT QUESTIONNAIRE .....	56
MANAGEMENT INTERVIEW RESULTS .....	63
FINDINGS AND ANALYSIS.....	66
<b>CONCLUSION .....</b>	<b>69</b>
<b>RECOMMENDATIONS.....</b>	<b>73</b>
<b>BIBLIOGRAPHY.....</b>	<b>78</b>
<b>APPENDIX .....</b>	<b>84</b>

# LIST OF FIGURES

FIGURE 1-1: THEORETICAL FRAMEWORK 1.....	5
FIGURE 1-2: THEORETICAL FRAMEWORK 2.....	6
FIGURE 2-1: FREQUENCY DISTRIBUTION OF THE EMPLOYEES' TIME-PERIOD OF BEING EMPLOYED AT DIGITALSPINNERS.....	41
FIGURE 2-2: FREQUENCY DISTRIBUTION OF THE EMPLOYEES SATISFACTION WITH THEIR JOBS.....	42
FIGURE 2-3: FREQUENCY DISTRIBUTION OF THE EMPLOYEES VIEW ON REASONS FOR STAYING WITH DIGITALSPINNERS .....	43
FIGURE 2-4: FREQUENCY DISTRIBUTION OF EMPLOYEES VIEW ON VARIOUS ASPECTS OF EMPLOYMENT .....	44
FIGURE 2-5: FREQUENCY DISTRIBUTION OF THE EMPLOYEES VIEW ON THE SUPERVISION/MANAGEMENT .....	46
FIGURE 2-6: FREQUENCY DISTRIBUTION OF THE EMPLOYEES VIEW ON THE LEADERSHIP .....	48
FIGURE 2-7: FREQUENCY DISTRIBUTION OF THE EMPLOYEES VIEW REGARDING THE FULFILLMENT OF THEIR EXPECTATIONS.....	50
FIGURE 3-1: FREQUENCY DISTRIBUTION OF THE MANAGEMENT'S VIEW ON REASONS FOR EMPLOYEES LEAVING DIGITALSPINNERS .....	56
FIGURE 3-2: FREQUENCY DISTRIBUTION OF THE MANAGEMENT'S VIEW ON REASONS FOR STAYING WITH DIGITALSPINNERS .....	57
FIGURE 3-3: FREQUENCY DISTRIBUTION OF THE MANAGEMENT'S VIEW ON THEIR ROLE AND EFFORTS .....	58
FIGURE 3-4: FREQUENCY DISTRIBUTION OF THE MANAGEMENT'S VIEW ON THE FULFILLMENT OF EMPLOYEE EXPECTATIONS.....	60