

## A STUDY ON HR POLICY FOR EMPLOYEE MOBILITY WITHIN THE ORGANIZATION - CHALLENGES AND CONCERNS

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### ABSTRACT

*The paper deals with the challenges and concerns in Employee Mobility within the organization. Employee mobility is defined as to relocating an employee from one place to another. Organizations relocate their employees to manage its knowledge assets, to improve productivity, create a strategy for succession planning, manage the demand supply conduction of manpower planning or a strategy of mobility for building careers etc. When organizations relocate or mobilise their employees they face many challenges which are supported by this study. The key area of the study is to find out the significant factors affecting the employees to relocation. For this study a sample of 74 employees were taken who were relocated in their present jobs. Employees from different service sector organizations filled the questionnaires. After collecting the responses from the employees different statistical tools were applied in order to find out the significant factors that are faced by an employee in having mobility. From this study, the challenges faced by employees when they are asked to relocate will be identified and also factors are identified which need to be included in HR policies to make employee mobility accepted by the employees comfortably.*

**KEYWORDS:** Benefit, Hr Policy Mobility, Relocation, Transfer

### **1. Introduction**

Employee mobility is a common issue these days as the employee has to move from one work place to another. Employee mobility can be through promotions, transfers, to complete the assignments or corporate relocation. Employee relocation includes a range of internal business processes to transfer employees, their families, and/or entire departments of a business to a new location which can be domestic as well as international. These processes are usually administered by human resources specialists within a corporation.

Employee can be mobilised for short term temporarily but if the mobility is for long term then it will be permanent. When the employee has to move from one location to another on permanent basis then the organization has to take care of employee needs. This is not an easy task as there can be some employees who show their unwillingness towards employee mobility. The reasons behind their unwillingness can be personal issues such family relocation, cost of living differences, maintaining quality of living standards in the new location, building rapport with new place and environment etc. Employees have to adapt to new culture of that country and organization.

HR managers are facing different challenges in order to make the employees accept towards relocating their work place. The study on this topic will make us understand what factors are responsible because of which employees are unwilling to go for relocation. Also this study will shed light as to what should be included in the relocation policies so that this fear can be removed. Relocation can offer an employee get more opportunities to excel in his career and helps in his career development. Sometimes relocation becomes necessity for the completion of assignment and therefore employee has to be relocated for a certain period of time. Employer can relocate for a reason of redundancy at the particular branch. This can be an advantage for the employee as he has to search for another job otherwise.

Organizations have a large stake in the employee's relocation as a great amount of monetary and non-monetary resources are involved. Organization should consider the willingness of the employee otherwise they won't perform. Organization has to offer changes in compensation and benefit plan. The relocation package is provided at the sole discretion of the company's policy and sometimes it is provided on the basis of grade scale. The relocation policy varies from one organization to another. An organization may pay a relocation incentive to employees, organization give incentive if they think that position in a different geographic area if the organization is very difficult to fill. A relocation incentive can be paid depending on the employee's rating of record under an official performance appraisal system which should be fully successful or equivalent.

HR managers should know how to address these challenges. The clause is subjected to the implied terms as employers must give reasonable notice of the proposed move. If there is a mobility clause in the contract and the employee refuses to obey a lawful request from the employer, in accordance with the contractual term, then it becomes a misconduct issue. Employer can use mobility clause at the time of redundancy i.e. by providing the employee with an alternative. They must not operate the clause in a capricious way which may destroy the trust between the employer and employee.

## 2. Review of literature

A survey was done by selecting some marketing students to know their attitudes towards relocation. In this survey demographic variables and attitude statements were studied by Buehrer, Richard, E. et al. (2007). This research explores the relationship between college student's attitudes on relocation and their degree of willingness to relocate.

The research has also be done on different factors which influence employee's willingness to move during corporate relocation as stated by Feldman, Daniel, C. and Bolino, Mark, C. (1998). These factors are: attachment to present community, demographic status, attachment to the current organization, lack of alternative job opportunities and attraction to the new community. Pinder, Craig, C. and Schroeder, Klaus, G. (1987) in their research paper stated that a survey was conducted on 603 managers who worked for any certain companies such as banking, retail sales, natural gas etc. where the employees have more scope to relocate. They have stated that it takes time for an employee to become proficient in the new job which is important for an employer and employee.

Eby. *et al.* (2002) in their research paper stated that Spouse Employment Assistance is an important variable responsible for the relocation. Two dimensions of work- family support were examined in the research paper. Another dimension is Personal Involvement refers to how much concern and empathy is shown by the organization for spouse employment assistance.

Objectives of the study:

1. To explore the challenges and concerns that should be addressed by the HR managers from employee perspective.
2. To know about the most significant factors that plays an important role in making employee accept relocation.

## 3. Research Methodology

The area of research mainly focuses on knowing about the determinants which play an important role during employee relocation. For the present research study, a descriptive research design and a quantitative approach is used. Survey is conducted by a using judgemental sampling method. The survey is conducted by meeting the respondents personally at their work place. The research instrument that was used here is a questionnaire. The questionnaire is designed in such a way that we can get to know the employees opinion on employee mobility. The questionnaire is divided into four parts.

- Part-A consists of the reasons for developing a HR policy in an organization with Pan India option.

- Part-B consists of the reasons why an employee shows his willingness towards relocation.
- Part-C consists of challenges and concerns mostly employee's face when they are asked to relocate.
- Part-D consists of the HR programs or benefits that are offered when an employee moves from one location to another.

The primary data is collected through a structured questionnaire. The questionnaires were filled by the employees who relocated from one place to another at least once in their present job. The secondary data was collected from research papers, articles and journals. All the electronic sources of data collection are chosen based on their reliability check and analysis from various references. The sample size is 74 employees from service sector organizations who had experienced relocation in their career.

#### **4. Data Analysis**

Significant factors in employee mobility are analysed. These factors were obtained from the statistical tools such as reliability analysis of questionnaire, mean, standard deviation and F-test. Depending upon the suitability of the study, tools were selected.

#### **3.1 Demographic Details:**

- Out of 74 respondents 34.7% of them belong to the age group of 30-40. Whereas, 30.7% of them are from the age group of 20-30 and about 15% of the employees are above 50.
- From the sample taken 77.3% of them were male employees whereas 22.7% of the sample was female employees.
- 62.7% of the sample was married and 37.3% of them were unmarried.
- 50% of the employees are with a salary ranging from 5, 00,000- 10, 00,000 INR.
- 41.3% of the employees were relocated at least twice in their present job and 45% of the employees were relocated once in their previous jobs.
- 65.3% of the employees were asked to move from one location to another by chance i.e. promotions, transfer, training etc. and 65% of the employees were relocated within the nation.

#### **3.2 Mean and Standard Deviation**

Table 1.2.1 illustrates that 'An exercise of Human Resource Planning' has the highest mean which indicates that most of the employees strongly agree that Human Resource Planning plays

a vital role when an organization want to relocate their employees. Whereas 'Redundancy of skills at the present branch or office' has the lowest mean. This can be a last choice for the organization in case of relocating an employee.

Table 1.2.2 demonstrates that 'To accept challenging opportunities' has the highest mean which shows that most of the employees strongly agree that they are willing to relocate in order to face challenges in their work.

Table 1.2.3 explains challenges and concerns an employee face when he is asked to relocate. The analysis explains that 'Fear of career growth' has the highest mean which shows that most of the employees strongly agree that it is very difficult for them relocate from current organization as they are more committed with their employers. This can be a top most challenge during employee relocation.

Table 1.2.4 elucidates that HR programs which are offered when an employee is asked to relocate are 'Relocation package' has the highest mean which shows that most of the employees believe that this HR program is provided by the organizations.

### **3.3 Factor Analysis**

Table 1.3.1 explains that 'An exercise of Human Resource Planning' and 'a policy accompanied with promotion' was reduced into one factor i.e. organisational policies. These variables are more significant in developing a HR policy for employee mobility in the organization. Variables such as 'A outcome of business expansion/ strategy', 'A retention strategy', 'Part of the on-going assignments/project', 'A career / professional development initiative', 'A recruitment strategy to reduce costs' were reduced into as Organisational strategies. Whereas Redundancy of skills is a least significant factor under this dimension.

Table 1.3.2 shows that 'To accept challenging opportunities', 'For improving my talents and skills' and 'For my career path and growth' are more significant factors for an employee to show his willingness to relocate. These variables have the highest mean when compared to other variables and hence renamed as 'Employee development'. After this 'Personal benefits' variable plays a significant role.

Table 1.3.3 illustrates 'Fear of career growth', 'High cost of living index', 'Lack of adaptability', 'Difficulty in creating new rapport', 'Fear of new place' and 'Acceptance as a norm among the members of the organization' are the challenges that mostly employees face when they are asked

to relocate. They were reduced into one factor and named as 'Life at the new place'. These factors will have a negative impact on employee willingness to relocate. Organizations should show their concern towards these factors. This is followed by other factors such as 'Less time given by the organization', 'Lack of feedback at the work place' etc. which are named together as 'Negative forces in the work place environment'.

Table 1.3.4 demonstrates that the reduced factor 'Monetary benefits' have different variables such as 'Relocation package', 'Conveyance cost', 'travelling reimbursement', 'Relocation reimbursement', 'Telephone expenses' and 'Relocation allowances'. These are more significant factors under HR programs offered by an organization when an employee is asked to move from one place to another. Whereas 'Non-monetary benefits' are least significant in the HR programs.

### **3.4 Analysis of F Test**

The first one is for "Age". Table 1.4.1 shows that F-test was conducted on the age of the employees which is an independent factor and the reduced factors were taken as the dependent list. From the above table we can interpret that factors such as overall experience, organisational policies, organisational strategies, employee development, personal benefits, work environment, monetary benefits and non-monetary benefits have a p-value greater than 0.05. In this case null hypothesis is accepted which infers that there is no significant difference between the ratings given by different age groups.

Second test is done on "Gender". Table 1.4.2 shows that factors such as overall experience, organisational policies, organisational strategies, Redundancy skills, employee development, personal benefits, work environment, Life at the new place, Negative environment, Attachment with the work place have a p-value greater than 0.05. This means null hypothesis is accepted, which infers that there is no significant difference between the ratings given by male and female employees.

Third is done on "Marital status". From Table 1.4.3, it is interpreted that factors such as overall experience, organisational strategies, employee development, personal benefits, Life at the new place, Attachment with the work place, Monetary benefits and Nonmonetary benefits have a p-value greater than 0.05. This means null hypothesis is accepted, which infers that there is no significant difference between the ratings given by the employees who are single and married.

Fourth one is “Salary” which shows in Table 1.4.4, that factors such as overall experience, organisational strategies, employee development, work environment, Life at the new place, Attachment with the work place, Nonmonetary benefits have a p-value greater than 0.05. This means null hypothesis is accepted, which infers that there is no significant difference between the ratings given by the employees with different salary range.

Table 1.4.5 depicts that factors such as overall experience organisational policies, organisational strategies, Redundancy skills, employee development, personal benefits, work environment, life at the new place, negative environment, attachment with the work place, nonmonetary benefits have a p- value greater than 0.05. This means null hypothesis is accepted, which infers that there is no significant difference between the ratings given by the employees with Pan India option.

Table 1.4.6 shows that factors such as organisational policies, organisational strategies, redundancy skills, employee development, personal benefits, work environment, life at the new place, negative environment, attachment with the work place, monetary benefits and nonmonetary benefits have p-value greater than 0.05. This means null hypothesis is accepted, which infers that there is no significant difference between the ratings given by the employees who are relocated by choice and by chance.

Table 1.4.7 illustrates the factor “Relocation Place”. It is interpret that factors such as Overall experience of the employees, organisational policies, organisational strategies, redundancy skills, employee development, personal benefits, Life at the new place, negative environment, Attachment with the work place, monetary benefits and nonmonetary benefits have a p-value greater than 0.05. This means null hypothesis is accepted, which infers that there is no significant difference between the ratings given by the employees who were relocated within the nation and international.

#### **4. Conclusion**

Data about 80% of the employees have Pan India option in their job offer document given by an organization and 65% of the sample was asked to move from one work place another because of promotions, transfer, training, career development programs etc. whereas 35% of them were relocated by their choice. Also, about 65% of them were relocated within the nation and 35% of them were relocated international assignments.

Organizations relocate their employees from one place to another for their development and organizational growth. Motive of this study is to explore significant factors impacting employee's mobility. Most of the organizations relocate their employees depending on their policies and strategies for example human resource planning, promotions, for improvement in their skill and to reduce their recruitment costs. Employees with expertise are relocated other branch or office in order to complete a project or an assignment. As per policies of an organization, reasonable notice period will be provided to the employee for relocation. When employees are asked to move to a new work place some of them may show their disinterest towards relocation. Employees who want to improve on their skills and talent and focus on their career development are more interested in relocation. Spouse movement is also a reason for employee willingness and unwillingness to relocate. These challenges had to be taken into consideration when an organization develops a policy regarding relocation.

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## ANNEXURE

| Variables  | Mean | Median | S.D | Min | Max |
|--|------|--------|-----|-----|-----|
| Age of the employee  | 2.1  | 2      | 1.1 | 1   | 4   |
| Overall experience when you were moved to a different location | 3.5  | 4      | 1.4 | 1   | 5   |
| An exercise of Human Resource Planning                         | 4.8  | 5      | 0.5 | 3   | 5   |
| A Corporate policy of job relocation                           | 4.1  | 4      | 0.6 | 3   | 5   |
| A outcome of business expansion/strategy                       | 4.0  | 4      | 0.5 | 2   | 5   |
| Redundancy of skills at the present branch or office           | 2.5  | 3      | 1.0 | 1   | 4   |
| Part of the ongoing assignments/project                        | 4.2  | 4      | 0.6 | 2   | 5   |
| A career / professional development initiative                 | 4.5  | 4      | 0.5 | 4   | 5   |
| A retention strategy   | 4.2  | 4      | 0.8 | 2   | 5   |
| A recruitment strategy to reduce costs                         | 3.8  | 4      | 0.9 | 2   | 5   |
| A policy Accompanied with promotion.                           | 4.5  | 5      | 0.6 | 3   | 5   |
| A policy of dual career couples, Spouse movement               | 4.0  | 4      | 0.8 | 3   | 5   |



**Table 1.2.1 Organization Reasons for Developing a HR Policy for Employee Mobility**

| Variables                                 | Mean | Median | S.D | Min | Max |
|---|------|--------|-----|-----|-----|
| To accept challenging opportunities       | 4.8  | 5      | 0.5 | 3   | 5   |
| For more money and benefits.              | 4.0  | 4      | 0.9 | 2   | 5   |
| To accept more varied assignments/tasks   | 4.3  | 4      | 0.6 | 2   | 5   |
| For improving my talents and skills.      | 4.4  | 4      | 0.5 | 3   | 5   |
| For my career path and growth             | 4.4  | 4      | 0.5 | 4   | 5   |
| As there is more learning in the new team | 3.9  | 4      | 1.1 | 2   | 5   |
| For the benefit of any personal reason    | 3.6  | 4      | 0.9 | 2   | 5   |
| Dissatisfaction with the line manager.    | 2.8  | 3      | 0.8 | 1   | 4   |
| Fear of job loss.                         | 2.6  | 3      | 0.9 | 1   | 4   |
| To explore various profiles.              | 4.1  | 4      | 0.7 | 3   | 5   |
| Quick movement between jobs               | 3.8  | 4      | 0.8 | 2   | 5   |

**Table 1.2.2 Reasons for Employee Willingness to Relocate**

| Variables  | Mean | Median | S.D | Min | Max |
|--|------|--------|-----|-----|-----|
| Attachment with the organization                           | 1.2  | 1      | 0.4 | 1   | 3   |
| Attachment with the boss                                   | 2.1  | 2      | 0.9 | 1   | 4   |
| Lack of adaptability                                       | 3.9  | 4      | 0.8 | 2   | 5   |
| No new learning opportunities                              | 3.4  | 3      | 1.1 | 2   | 5   |
| Difficulty in creating new rapport                         | 3.8  | 4      | 1.0 | 2   | 5   |
| Fear of cultural difference                                | 3.9  | 4      | 0.8 | 2   | 5   |
| Fear of career growth                                      | 4.1  | 4      | 0.7 | 2   | 5   |
| High cost of living index                                  | 4.1  | 4      | 0.8 | 2   | 5   |
| Less time given by the organization to move                | 3.6  | 4      | 1.0 | 2   | 5   |
| Constrained of opportunities for dependents                | 3.7  | 4      | 0.9 | 2   | 5   |
| Fear of new place  | 3.9  | 4      | 1.0 | 2   | 5   |
| Lack of feedback from the new environment                  | 3.7  | 4      | 0.9 | 2   | 5   |
| Fear to impress the line manager                           | 3.6  | 4      | 1.0 | 2   | 5   |
| Acceptance as a norm among the members of the organization | 4.0  | 4      | 1.0 | 2   | 5   |

**Table 1.2.3 Challenges and Concerns an Employee faces when asked to relocate**

| Variables   | Mean | Median | S.D | Min | Max |
|---|------|--------|-----|-----|-----|
| Relocation package  | 2.9  | 3      | 0.3 | 2   | 3   |
| Conveyance cost   | 2.8  | 3      | 0.4 | 2   | 3   |
| Travelling reimbursement  | 2.7  | 3      | 0.5 | 2   | 3   |
| Accommodation for moving household goods                                  | 2.5  | 2      | 0.5 | 2   | 3   |
| Relocation reimbursement based on grades                                  | 2.5  | 3      | 0.5 | 2   | 3   |
| Telephone expenses  | 2.6  | 3      | 0.5 | 2   | 3   |
| Relocation Allowances   | 2.7  | 3      | 0.5 | 2   | 3   |
| Training program for dependent members like culture and language training | 1.5  | 1      | 0.5 | 1   | 3   |
| Adaptability training   | 1.6  | 2      | 0.5 | 1   | 2   |
| Housing assistance  | 1.6  | 2      | 0.5 | 1   | 2   |
| Special Incentives  | 1.4  | 1      | 0.5 | 1   | 2   |

**Table 1.2.4 HR Programs offered when an Employee is asked to Relocate**

**Factor Analysis**

**SIGNIFICANT FACTORS IN EMPLOYEE RELOCATION**

| Reduced Factors           | Variables  |
|---------------------------|--|
| Organisational Policies   | Mean (Human Resource Planning, Promotion)  |
| Organisational Strategies | MEAN (strategy, project, career development, retention, spouse movement, recruitment cost, corporate policy) |
| Redundancy Skills         | MEAN (redundancy)  |

**Table 1.3.1: Policies, Strategies and Redundancy Skills**

| Reduced Factors      | Variables   |
|----------------------|---|
| Employee Development | MEAN (challenging opportunity, talents skill, career growth)                                      |
| Personal Benefits    | MEAN (monetary benefit, assignments, explore profile, quick movement, learning, personal benefit) |
| Work Environment     | MEAN (discipline manager, job loss)   |

**Table1.3.2: Employee Development, Benefits and Work Environment**

| Reduced Factors                | Variables  |
|--------------------------------|--|
| Life at the new place          | MEAN (Adaptability, No rapport, Cultural Difference, Fear Career, High Cost, Fear New, As Norm). |
| Negative Environment           | MEAN ( No learning, less time, opportunity dependent, lack feedback, fear impress)               |
| Attachment with the work place | MEAN( Attachment organisation, Attachment boss)  |

**Table 1.3.3: Life at the New Place, Negative Environment and Attachment with the work place**

| Reduced Factors       | Variables   |
|-----------------------|---|
| Monetary Benefits     | MEAN(Relocation package, conveyance cost, travelling reimbursement, relocation reimbursement, telephone expenses, relocation allowance) |
| Non-monetary Benefits | MEAN(Training Dependent, Adapt Training, Housing assistance, special incentives)  |

**Table 1.3.4: Monetary and Non-Monetary Benefits**

**F-TEST**

|  |                | Df | F     | Sig.  |
|--|----------------|----|-------|-------|
| Overall experience when you were moved to a different location | Between Groups | 3  | 0.34  | 0.796 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Organisational Policies  | Between Groups | 3  | 2.404 | 0.075 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Organisational Strategies                                      | Between Groups | 3  | 0.677 | 0.569 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Redundancy Skills  | Between Groups | 3  | 4.436 | 0.006 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Employee Development   | Between Groups | 3  | 0.385 | 0.764 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Personal Benefits  | Between Groups | 3  | 1.283 | 0.287 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Work Environment   | Between Groups | 3  | 0.414 | 0.744 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Life at the new place  | Between Groups | 3  | 2.932 | 0.039 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Negative Environment   | Between Groups | 3  | 4.42  | 0.007 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Attachment with the work place                                 | Between Groups | 3  | 4.202 | 0.009 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |

|                      |                |    |       |       |
|----------------------|----------------|----|-------|-------|
| Monetary Benefits    | Between Groups | 3  | 2.125 | 0.105 |
|                      | Within Groups  | 71 |       |       |
|                      | Total          | 74 |       |       |
| Nonmonetary Benefits | Between Groups | 3  | 0.168 | 0.918 |
|                      | Within Groups  | 71 |       |       |
|                      | Total          | 74 |       |       |

**Table 1.4.1 AGE**

|  |                | Df | F     | Sig.  |
|--|----------------|----|-------|-------|
| Overall experience when you were moved to a different location | Between Groups | 1  | 0.103 | 0.749 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Organisational Policies  | Between Groups | 1  | 0.035 | 0.853 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Organisational Strategies                                      | Between Groups | 1  | 0.084 | 0.773 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Redundancy Skills  | Between Groups | 1  | 0.565 | 0.455 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Employee Development   | Between Groups | 1  | 0.001 | 0.975 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Personal Benefits  | Between Groups | 1  | 0.013 | 0.911 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Work Environment   | Between Groups | 1  | 1.753 | 0.19  |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Life at the new place  | Between Groups | 1  | 0.042 | 0.839 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Negative Environment   | Between Groups | 1  | 0.038 | 0.846 |

|                                |                |    |        |       |
|--------------------------------|----------------|----|--------|-------|
|                                | Within Groups  | 73 |        |       |
|                                | Total          | 74 |        |       |
| Attachment with the work place | Between Groups | 1  | 0.493  | 0.485 |
|                                | Within Groups  | 73 |        |       |
|                                | Total          | 74 |        |       |
| Monetary Benefits              | Between Groups | 1  | 16.324 | 0     |
|                                | Within Groups  | 73 |        |       |
|                                | Total          | 74 |        |       |
| Nonmonetary Benefits           | Between Groups | 1  | 7.447  | 0.008 |
|                                | Within Groups  | 73 |        |       |
|                                | Total          | 74 |        |       |

**Table 1.4.2: GENDER**

|  |                | Df | F     | Sig.  |
|--|----------------|----|-------|-------|
| Overall experience when you were moved to a different location | Between Groups | 3  | 1.149 | 0.287 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Organisational Policies  | Between Groups | 3  | 7.301 | 0.009 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Organisational Strategies                                      | Between Groups | 3  | 0.594 | 0.443 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Redundancy Skills  | Between Groups | 3  | 7.2   | 0.009 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Employee Development   | Between Groups | 3  | 1.238 | 0.269 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Personal Benefits  | Between Groups | 3  | 1.589 | 0.211 |
|  | Within Groups  | 71 |       |       |
|  | Total          | 74 |       |       |
| Work Environment   | Between Groups | 3  | 4.351 | 0.04  |
|  | Within Groups  | 71 |       |       |

|                                |                |    |       |       |
|--------------------------------|----------------|----|-------|-------|
|                                | Total          | 74 |       |       |
| Life at the new place          | Between Groups | 3  | 1.712 | 0.195 |
|                                | Within Groups  | 71 |       |       |
|                                | Total          | 74 |       |       |
| Negative Environment           | Between Groups | 3  | 8.646 | 0.004 |
|                                | Within Groups  | 71 |       |       |
|                                | Total          | 74 |       |       |
| Attachment with the work place | Between Groups | 3  | 0.042 | 0.839 |
|                                | Within Groups  | 71 |       |       |
|                                | Total          | 74 |       |       |
| Monetary Benefits              | Between Groups | 3  | 1.402 | 0.24  |
|                                | Within Groups  | 71 |       |       |
|                                | Total          | 74 |       |       |
| Nonmonetary Benefits           | Between Groups | 3  | 0.259 | 0.612 |
|                                | Within Groups  | 71 |       |       |
|                                | Total          | 74 |       |       |

**Table 1.4.3: MARITAL STATUS**

|  |                | Df | F     | Sig.  |
|--|----------------|----|-------|-------|
| Overall experience when you were moved to a different location | Between Groups | 2  | 1.993 | 0.144 |
|  | Within Groups  | 72 |       |       |
|  | Total          | 74 |       |       |
| Organisational Policies  | Between Groups | 2  | 5.636 | 0.005 |
|  | Within Groups  | 72 |       |       |
|  | Total          | 74 |       |       |
| Organisational Strategies                                      | Between Groups | 2  | 0.616 | 0.543 |
|  | Within Groups  | 72 |       |       |
|  | Total          | 74 |       |       |
| Redundancy Skills  | Between Groups | 2  | 7.692 | 0.001 |



|                                |                |    |       |       |
|--------------------------------|----------------|----|-------|-------|
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Employee Development           | Between Groups | 2  | 0.58  | 0.562 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Personal Benefits              | Between Groups | 2  | 4.204 | 0.019 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Work Environment               | Between Groups | 2  | 1.903 | 0.157 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Life at the new place          | Between Groups | 2  | 3.054 | 0.053 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Negative Environment           | Between Groups | 2  | 6.305 | 0.003 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Attachment with the work place | Between Groups | 2  | 1.984 | 0.145 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |
| Monetary Benefits              | Between Groups | 2  | 4.396 | 0.016 |
|                                | Within Groups  | 72 |       |       |
|                                | Total          | 74 |       |       |

|                      |                |    |       |       |
|----------------------|----------------|----|-------|-------|
| Nonmonetary Benefits | Between Groups | 2  | 2.657 | 0.077 |
|                      | Within Groups  | 72 |       |       |
|                      | Total          | 74 |       |       |

**Table 1.4.4: SALARY**

|  |                | Df | F     | Sig.  |
|--|----------------|----|-------|-------|
| Overall experience when you were moved to a different location | Between Groups | 1  | 0.007 | 0.934 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Organisational Policies  | Between Groups | 1  | 0.077 | 0.782 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Organisational Strategies                                      | Between Groups | 1  | 0.132 | 0.718 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Redundancy Skills  | Between Groups | 1  | 3.37  | 0.07  |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Employee Development   | Between Groups | 1  | 0.062 | 0.804 |
|  | Within Groups  | 73 |       |       |
|  | Total          | 74 |       |       |
| Personal Benefits  | Between Groups | 1  | 1.282 | 0.261 |

|                                |                |    |       |       |
|--------------------------------|----------------|----|-------|-------|
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Work Environment               | Between Groups | 1  | 0.299 | 0.586 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Life at the new place          | Between Groups | 1  | 0.173 | 0.679 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Negative Environment           | Between Groups | 1  | 1.297 | 0.259 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Attachment with the work place | Between Groups | 1  | 0.107 | 0.745 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Monetary Benefits              | Between Groups | 1  | 8.607 | 0.004 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Nonmonetary Benefits           | Between Groups | 1  | 2.335 | 0.131 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |

**Table 1.4.5: PAN INDIA OPTION IN CONTRACT**

|  |                | Df | F      | Sig.  |
|--|----------------|----|--------|-------|
| Overall experience when you were moved to a different location | Between Groups | 1  | 12.706 | 0.001 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Organisational Policies  | Between Groups | 1  | 0.009  | 0.926 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Organisational Strategies                                      | Between Groups | 1  | 0.392  | 0.533 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Redundancy Skills  | Between Groups | 1  | 0.189  | 0.665 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Employee Development   | Between Groups | 1  | 0      | 0.997 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Personal Benefits  | Between Groups | 1  | 3.338  | 0.072 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Work Environment   | Between Groups | 1  | 0.203  | 0.654 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Life at the new place  | Between Groups | 1  | 0.228  | 0.635 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Negative Environment   | Between Groups | 1  | 0.709  | 0.403 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Attachment with the work place                                 | Between Groups | 1  | 0.679  | 0.413 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Monetary Benefits  | Between Groups | 1  | 1.204  | 0.276 |

|                      |                |    |       |       |
|----------------------|----------------|----|-------|-------|
|                      | Within Groups  | 73 |       |       |
|                      | Total          | 74 |       |       |
| Nonmonetary Benefits | Between Groups | 1  | 0.668 | 0.416 |
|                      | Within Groups  | 73 |       |       |
|                      | Total          | 74 |       |       |

**Table 1.4.6: REASON FOR RELOCATION**

|  |                | Df | F      | Sig.  |
|--|----------------|----|--------|-------|
| Overall experience when you were moved to a different location | Between Groups | 1  | 1.052  | 0.309 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Organisational Policies  | Between Groups | 1  | 2.5    | 0.118 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Organisational Strategies                                      | Between Groups | 1  | 0.014  | 0.908 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Redundancy Skills  | Between Groups | 1  | 0.291  | 0.591 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Employee Development   | Between Groups | 1  | 0.625  | 0.432 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Personal Benefits  | Between Groups | 1  | 0.006  | 0.937 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Work Environment   | Between Groups | 1  | 20.133 | 0     |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Life at the new place  | Between Groups | 1  | 0.627  | 0.431 |
|  | Within Groups  | 73 |        |       |
|  | Total          | 74 |        |       |
| Negative Environment   | Between Groups | 1  | 0.831  | 0.365 |
|  | Within Groups  | 73 |        |       |

|                                |                |    |       |       |
|--------------------------------|----------------|----|-------|-------|
|                                | Total          | 74 |       |       |
| Attachment with the work place | Between Groups | 1  | 0.614 | 0.436 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Monetary Benefits              | Between Groups | 1  | 2.331 | 0.131 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |
| Nonmonetary Benefits           | Between Groups | 1  | 1.971 | 0.165 |
|                                | Within Groups  | 73 |       |       |
|                                | Total          | 74 |       |       |

**Table 1.4.7: RELOCATION PLACE**