



AN EMPIRICAL STUDY ON ATTRITION MANAGEMENT

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ABSTRACT

The Indian textile industry is a standout between the most prepared ventures in Indian economy backpedaling a couple of hundreds of years. In that time Mahathma Gandhi championed the Swadeshi advancement and at his call, people from the entire route crosswise over India began boycotting fine and superfine surfaces. Now a day's employee attrition is a fundamental issue confronted by the material businesses. Retaining the employees is a basic issue confronted by HR office. It typically relies upon different component like association culture, working condition, individual issues, representative towards association, pay, benefits acknowledgment et cetera

The objective of the study is to know the present level of attrition, reasons behind attrition and examine/propose the different retention methodologies. Test sample size for survey is 90 questionnaire which was used as primary source for data collection. From the study it was found that major factor in attrition rate reduction is the result of working condition, pay and advantages, work fulfillment. Findings is centered on reasons of attrition and suggestions are given to retain the employees restricting attrition.

Keywords: Attrition, employees, textile Industry, working condition, retain

INTRODUCTION

Employee attrition is a procedure where workers leave their employments for reasons such as retirement, resignation and transfer and so on. Employee attrition defines a slow decrease in workforce without terminating of staff and when employees leave or resign and are not replaced. Employee attrition can be seen as a natural decrease in employees through resignation while attrition rate is characterized as the rate of shrinkage in number of personnel due to improper resignation. Employee attrition is a key zone in which human asset or resource department can assume a lead part and realize a clear change that can be measured in quantifiable and budgetary terms against predetermined targets.

Employee retention focuses on various needs of workers to upgrade employees' job fulfillment and not increasing the substantial pay required in hiring & training latest workers. Retention gives successful workers communication to increase the commitment and improve workforce support for industry. Employee retention is a process in which the employee is encouraged to stay with the industry for the entire timeframe. Employee retention is an art of dealing with people. An environment trust and community-oriented approach by the administration. Employee retention is valuable for the organization and also the worker.

NEED FOR THE STUDY

The achievement of the textile industry predominantly relies upon employees, the employees are taken as a spine in industry. The study recognizes the level of workers' mentality. It is useful for the management to increase the skill and abilities of workers. The need of this study can be based on the outcomes in view of proposal and suggestion to the comparative circumstance.

OBJECTIVES OF THE STUDY

- i) To understand the present level of attrition in the organisation.
- ii) To analyse the reasons for attrition

- iii) To study/suggest various retention strategies.

SCOPE OF STUDY

The extent of review is restricted to material industry in little scale undertakings. This review can be valuable for administration to recognize the weaker parts of the labourers & feels towards the business and furthermore helps in changing over those weaker viewpoint into more grounded by giving the perfect recommendations or arrangements.

RESEARCH METHODOLOGY

Type of Research: Descriptive Research: Descriptive research gives a complete and point by point clarification of the wonders under review. Be that as it may, it does not have the exactness and precision of trial plan. Spellbinding exploration incorporates overview

Sources of Data: Primary source: Data was collected through structured questionnaire from the Operational & Lower Strategic level employees of Arvind Pvt Ltd.

Secondary Source: Data is collected from company publications, journals, annual reports and company website

- i) Data collection tools: Questionnaire
- ii) Sampling Techniques: Convenience sampling
- iii) Sample Size: 90 Employees

LITERATURE REVIEW

1. M.V.Nappinnai & N.Premavathi (2013-14)

Title of the paper is "Employee attrition and retention in a global scenario" it for the most part centered on representatives are move starting with one association then onto the next association

to creator. Corporates are confronting the issue of steady loss at this of financial matters restoration.

2. Santhosh senguptha(2005)

Title of the paper is "employee attrition and retention" it fundamentally centered on means to deliver a model for representative maintenance with different parts of saw demeanors viz worker inspiration, fulfillment, association and life intrigue and work similarity and so forth

3. Dr. K. Lavanyalatha(2003)

Title of the paper is "a review on representative wearing down and maintenance in assembling ventures" it basically centered around why whittling down happens, to distinguish the elements which make workers disappoint, satisfaction level of laborers towards their occupation & job condition than to find the locales where creating organizations.

4. Shaw, guptha and delery(2005)

The representative steady loss and maintenance assumes an indispensable part in crossing over any barrier the full measures of techniques and smaller measures of practices in association. It is on the grounds that it guarantee the steadiness and organize the experience of people in association on a proceeds with premise to the basic measures of achievement figure the association.

5. Boswell, boudeau and tichy(2005)

Title of the paper is predominantly centered on appropriate measure are taken by the association, some deliberate turnover of the association it can avoided. Explanations of worker turnover may differ from not inside natural component.

6. Aurther(2001)

Title of the paper is "the utilization of individual association fit in business choice it is incorporates the individual work factors like statistic factors, for example, family related factors,

integrative, similar to profession gratification, pay, development & working condition. The different nonworking factors, for example, personal related factors

7. Trevor(2001), Glebbeck and bax (2004)

It is high rates of willful turnover of, for example, representatives and in this way they will probably leave destructive or troublesome to company's execution. At the point when poor entertainers, leave the association and it is useful for association.

8. Zimmerman(2005)

Title of the paper is "lessening intentional turnover avoidable turnover through choice" It assesses the losses for each illustrative vacillate from two or three thousand dollars to extra for two conditions the different remuneration depending upon the occupational, the material of the profession, the openness of replacements & distinctive factors.

9. Pfeffer(2005), okum (2003),Trevor(2001)

Association ignoring to hold elite will be gone with an understaffed, less capable labor force that at end obstructs their capacity to stay attentive three reviews fused attitudinal or behavioral changes after some time to better foresee turnover found that loser's exhibitions over the long haul did not fundamentally change while stays execution inclines was sure.

10. Dr.V. tulasidas and chvijaylaxmi(2015)

Title of the paper is "representative whittling down and maintenance" it is for the most part centered on present paper is the result of an illustrative and experimental base overview was led to discover the reason for steady loss and maintenance. A market review was done in 85 representative of privately owned businesses.

LIMITATIONS OF THE STUDY

- ❖ Study is limited only to a limited
- ❖ Working time

INTRODUCTION

The textile industry is first seasoned enterprises in Indian economy going back a few centuries. The Indian textile industry is a vertically incorporated industry which covers vast array of exercises extending from generation of its own crude material specifically, cotton, jute, silk and fleece to giving to the buyer high esteem included items, for example, textures and articles of clothing. India likewise creates expansive assortments of engineered and synthetic strands, for example, fiber and spun yarns from polyester, gooey, nylon and acrylic which are utilized to produce texture and articles of clothing.

The textile area assumes a critical part in Indian economy by adding to the Gross Domestic items, creating work and winning remote trade. An expected 35 million individuals are specifically utilized in the Indian textile industry, which adds to 4% of GDP and 21% aggregate fare profit.

The textile area has seen anemission in speculation among the most existing 5 years. The business drawn in distant direct speculation (FDI) worth US\$ 1.85 billion amid April 2000 to walk 2016. India has made advances into the business sectors of its key rival which incorporate Asian nations, for example, Sri Lanka. Bangladesh, Vietnam and Cambodia.

Employee attrition

A decreasing in the amount of representatives through retirement, resignation or decease. At the end of the day representatives would love their works, similar to their coworkers work hard for their bosses or employers, get paid well for their work, have so many chances for progression, and adaptable timetables so they could take care of individual or family needs when important and never leave but in this present reality, worker, do leave either in light of the fact that they need more cash do leave either because they want more money. Attrition rate can be characterized as the rate of shrinking in size or number of the workforce of an industry. An equation must be conceived keeping in view the way nature of the business and different employee functions. Attrition rate can be ascertained utilizing this basic equation

Attrition+ (no. of worker who left in the year/ average worker in the year)*100

Types of attrition

1. **Fresher's attrition:** it tells about what number of quantities of fresher who is left the organization within one year.
2. **Critical resource attrition:** which tells the attrition as far as key work force like senior executive leaving in the organization.
3. **Low performance attrition:** it tells the attrition who left because of poor execution in the organization.

Main causes of attrition

1. **Job satisfaction:** Employee searches for work, which offers them an exceptionally bigger amount of work high development of portion. In case the affiliation don't pass on these desires, can't be contained.
2. **Salary and perks:** There might be any number of reasons in the matter of why a worker leaves and one of the significant actualities is the cash. These days' organizations have begun seeking (charming) the best of the talents mind boggling pay levels and attractive assignments.
3. **Work environment:** A representative leave an industry if the reasonableness of the framework dislikes certainty or confidence. Industry, which pay meager respects towards workers safety and care, will likewise need to confront the attrition levels.
4. **Pressure of work:** Organizations in their enthusiasm to crush out each and every one of efficiency from their workers and further increment productivity may alternative for less number of workers. In such circumstance representatives will be obliged to reconsider needs and join an association that guarantees a casual bit of work.

Different reasons for attrition

- No flexible work routine
- Lack of respect or regards
- Less supportive co-workers
- Organisation more worry about business
- Increase favouritism or partiality

- Absence of appreciation
- Lack of challenges in occupation
- Mismatch between employment and employee
- Less training
- Lack of feedback or criticism

Impacts on organisation if its employee leave

- ❖ Loss of productivity or efficiency
- ❖ Replacing qualified workers
- ❖ Cost of over time or temporary help
- ❖ Recruiting cost
- ❖ Interviewing cost
- ❖ Time spent in orientation and induction

Employee retention

Employee retention is a process or method in which the labourers are urged to remain with the business for the best time allotment or until the finishing of the wander. Representative maintenance is profitable for the association and in addition the specialists. Labourers today are altogether different. They are not the ones who don't have great awesome open entryways close by. When they feel disillusioned with the present boss or the business, they change over to the following work. If they don't they would be left with no extraordinary specialists. A better than average director should comprehend that how to pull in and hold its specialists.

DATA ANALYSIS AND INTERPRETATION

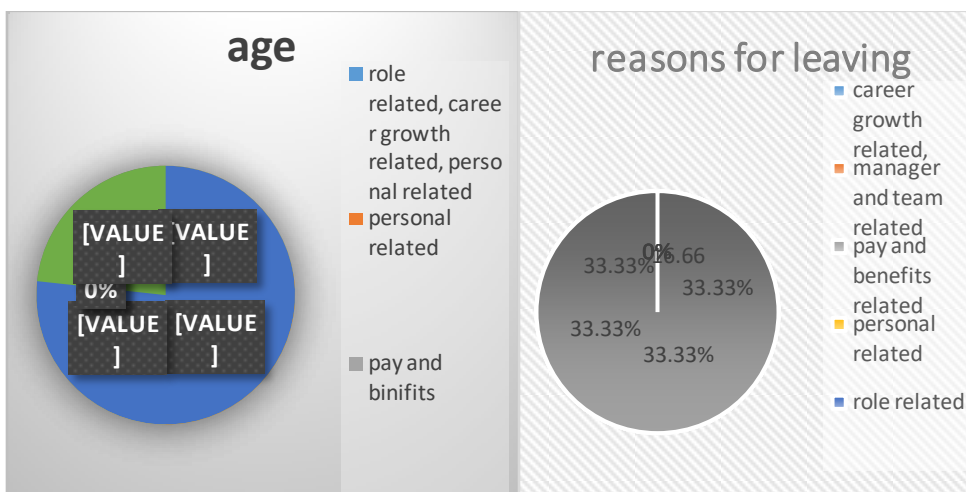
The rate obtained after examining the exit interviews & observations revealed that most of the attrition had happened during 2014-15, when the industry was in boom & many employers were in search of the operational workers.

ATTRITION RATE

Month	Attrition Rate
2014	5.4%
2015	7.3%
2016	3.2%

EXIT INTERVIEW DATA

Sl No	Department	Grade	Age	Reasons For Leaving
1	Merchandising	E1	26	role related, career growth related, personal related
2	Knits	M2	32	Personal related
3	Accounts and FIN	E1	31	pay and benefits
4	Manufacture	E1		manager and team related
5	Production			manager and team related
6	Knits	E1	27	role related, pay and benefits related



Identified reason's for Attrition:

Graphical representation:

Reason's for Attrition	Majority %
Co-operation with workers	78%
working condition	96%
consideration for employee's suggestion	51%
organisation culture	56%
health Issues	56%
Distance from workplace to home	71%
Job Safety	60%
Work Stress	62%
Work-Life balance	64%
Salary	62%
supervisor's behavior	49%
Progress in Career Path	58%
Additional Training provided	69%
Reward System	72%
Freedom for work	68%
Benefits	71%
Thinking of Quitting the Job	38%

Source: Data analyzed by Questionnaire



The study revealed that majority of the respondents were educated till 10th std & their main reason for joining the job was monetary needs. They were not specifically skilled to perform the jobs. It

was found during the study that, Main reason for attrition in the company was with the working condition & salary paid by the company. The worker's compared their salary with the other organizations in the same area & felt that the compensation paid to them was comparatively less.

Hypothetical Analysis

H₀: there is no relationship between working condition of an organization with employee willing to stay back in the organization

H₁: there is a relationship between working condition of an organization with employee willing to stay back in the organization

Test Statistics

	Working condition	Employee ready to stay back if company is ready to pay competitive salary
Chi-Square	74.800 ^a	48.800 ^b
Df	3	2
Asymp. Sig.	.000	.000
Monte Carlo Sig.	.000 ^c	.000 ^c
99% Confidence Interval	Lower Bound	.000
	Upper Bound	.000
	Lower Bound	.000
	Upper Bound	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 22.5.

b. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.0.

c. Based on 10000 sampled tables with starting seed 2000000.

INTERPRETATION

Since the significance value obtained [.000] is less than 0.01 at 99% confidence level, null hypothesis (H₀) is rejected and (H_a) is accepted. From this it can be interpreted that employees can be retained only by improving working condition in the organization.

RELIABILITY ANALYSIS

Reliability Statistics

Cronbach's Alpha	N of Items
.629	20

In statistics, Cronbach's alpha value is used estimate the reliability of test and it is a measure of internal consistency. The higher value of alpha is acceptable. The reliability must be greater than 0.6 or higher. The cronbach alpha value is 0.629 which is acceptable as it is

more than 0.6. From the above table no 4.4.1 the alpha coefficient for 20 items is 0.629, suggesting that the stuff have comparatively high internal consistency and hence the scale is reliable.

FINDINGS

1. More number of the workers go under the work experience of 0-5 years because representatives expect that PF ought to be given inside 5 years, so in the wake of taking PF they give break and re-join the work.
2. The employees feel that there is a good relationship between them and with their colleagues.
3. Majority of the employee strongly agree good working condition in light of the fact that there is a less clash in the organization.
4. Many respondents agree that there is employee engagement system as worker's opinions are also considered.
5. Location is not at all a problem for the workers since candidates in the nearby locations are selected during interview process.
6. More number of respondents are strongly satisfied with the safety measures taken in the company.
7. Most of the respondents agree that stress can be easily managed since work-life balance is pretty manageable

8. Majority of the respondents feel that they can stay back only if employer's pay competitive salary to them
9. Majority of the employees agree that their career is advancing in a right direction.
10. More number of respondents fulfilled that Additional training ought to be given to build the productivity of work in light of the fact that the respondents feel that they require not depend on others.
11. Majority of the respondent's satisfied that the current reward framework ought to be revised in light of the fact that the organization is taking after the well-established framework, which is not relevant for the contemporary condition.
12. Many respondents agree that Exit interviews of the past respondents ought to be truly considered by the administration since worker feels that the Exit interviews surveys are taken only for archiving reason and not for any thought.
13. Majority of the workers opine that there is opportunity or freedom to work in the industry on the grounds that there is no restriction for playing out the work allotted for the worker
14. Majority of the labourers are happy with benefits given on the grounds that administration trusts that cheerful representative is profitable for the workers.
15. Majority of the respondents fulfilled that they are happy in present work since they analyse the working condition and every single other variable with their rivals or competitors.
16. Majority of the respondents highly disagree for leaving the work since they are extremely OK with their present work

SUGGESTIONS

Appreciate all the great work and guide the employee when they are wrong. they will feel quitepleased or delighted that the organization cares for them. Bonus should be given at regular intervals and pay should to be raised has concern a worker does great work. If possible give them a protection with the goal insurance policy. Train the representatives every once in a while so that their skills and abilities and they serve the organization better. Provide additional or extra health benefits. Repeated work should be avoided as it leads to boredom. Take steps to decrease

the gap between individual and personal work. Provide some activity or program for distressing employees. Provide some program to relieve the anxiety and stress among employees. Develop more CSR exercises in the association.

CONCLUSION

Attrition is a problem that can be found in so many organization today, however getting away from this issue is not an idea that is unattainable. From research, and as reflected in this study, Attrition can be radically decreased by basically picking up the dedication and devotion from workers. They create anticipation or prevention strategy such as top to bottom selection process or exit interviews that permit them to manage Representatives. At the point when attrition is suspected inside an organization, an exact measures of past and attrition must happen and the cost related with turnover must be analyzed.

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