

A STUDY ON EMPLOYEE'S PERCEPTION TOWARDS THE REASONS FOR ATTRITION IN KESHAV EXPORTS

**Submitted in partial fulfilment of the requirements for the award
of**

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By

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SCHOOL OF MANAGEMENT STUDIES

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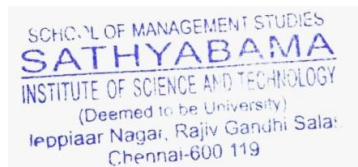
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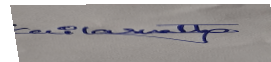
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DECLARATION

I AM **Hareney VS (41410112)** hereby declare that the Project Report entitled “**A STUDY ON EMPLOYEE’S PERCEPTION TOWARDS THE REASONS FOR ATTRITION IN KESHAV EXPORTS**” done by me under the guidance of **Dr. TR. Kalailakshmi M.A., MBA, M.Phil., Ph.D.** is submitted in partial fulfilment of the requirements for the award of Master of Business Administration degree.

DATE:05/05/2023

PLACE: Chennai

A small rectangular image showing a handwritten signature in blue ink on a light-colored background. The signature appears to be 'Hareney VS'.

HARENEY VS

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HARENEY V S

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ABSTRACT

Employees are the most valuable assets of an organization. It is they who add value to the organization in terms of quantity and quality as well. Therefore, it is indispensable to maintain a permanent and promising workforce; which over the years has become a tough task for employers and thereby increased attrition in the organizations. This research paper is an attempt to find out the causes of attrition from different dimensions. It undertakes the effect of the same on employer and employee both. Following this, some strange reasons for attrition have been discussed in this regard. The positive side of attrition has also been discussed upon. Role of leadership styles in controlling attrition has been undertaken in the paper.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

A key success factor in starting any export company is clear understanding and detail knowledge of products to be exported. In order to be a successful in exporting one must fully research its foreign market rather than try to tackle every market at once. The exporter should approach a market on a priority basis. Overseas design and product must be studies properly and considered carefully. Because there are specific laws dealing with international trade and foreign business, it is imperative that you familiarize yourself with state, federal, and international laws before starting your export business.

Price is also an important factor. So, before starting an export business an exporter must considered the price offered to the buyers. As the selling price depends on sourcing price, try to avoid unnecessary middlemen who only add cost but no value. It helps a lot on cutting the transaction cost and improving the quality of the final products.

Employee attrition occurs when the size of your workforce diminishes over time due to unavoidable factors such as employee resignation for personal or professional reasons. Employee are leaving the workforce faster than they are hired, and it is often outside the employer's control. For example, let's say that you have opened a new office designated as the Sales Hub for your company. Every salesperson must work out of this office – but a few employees cannot relocate and choose to leave the company. This is a typical reason for employee attrition. But there are other reasons for attrition as well, including the **lack of professional growth**, a **hostile work environment**, or **declining confidence in the company's market value**. **Weak leadership** is another factor that often drives attrition among employees.

1.2 EMPLOYEE ATTRITION

Employee attrition occurs when the size of your workforce diminishes over time due to unavoidable factors such as employee resignation for personal or professional reasons. Employees are leaving the workforce faster than they are hired, and it is often outside the employer's control. For example, let's say that you have opened a new office designated as the Sales Hub for your company. Every salesperson must work out of this office – but a few employees cannot relocate and choose to leave the company. This is a typical reason for employee attrition.

But there are other reasons for attrition as well, including the **lack of professional growth**, a **hostile work environment**, or **declining confidence in the company's market value**. **Weak leadership** is another factor that often drives attrition among employees.

There are five types of employee attrition that you need to know of:

1. Attrition due to retirement

If two or three people have retired from your company this year, this is statistically too small an employee group to count under attrition. However, if a sizable chunk of your workforce retires at the same time, this can cause attrition.

Attrition due to retirement shouldn't be swept under the rug – your senior professionals may choose to retire early or become independent consultants due to factors other than age.

2. Voluntary attrition

This is the most common type of attrition, where employees decide to simply quit their jobs. There can be many reasons for voluntary attrition (more on that later) and most of them are in your control.

You should proactively try to curb voluntary attrition among high-value talent, as this can bring down your productivity over time. For example, if a company sees its marketing experts moving out of different business units, it's a clear cause for concern.

3. Involuntary attrition

In this scenario, it is the company and not the employee that initiates the exit. For example, the employee may have shown instances of misconduct in the workplace – a common reason for involuntary attrition. Structural reasons could also cause attrition. Mergers and acquisitions are often followed by a wave of involuntary attrition.

4. Internal attrition

Here, employees are quitting their jobs in one department to join another department. In some cases, internal attrition is desirable, as it routes talent towards more profitable areas. It also ensures better employee-job fitment. But if a specific department has witnessed a high rate of attrition one year, it merits an investigation. Is there something missing in the job? Is the manager inadequately skilled? These are questions that HR needs to ask and find answers to.

5. Demographic-specific attrition

This is a significant concern for progressive companies trying to build an equal-opportunities workplace. Demographic-specific attrition means that employees from a single group – **women, ethnic minorities, people with disabilities, veterans, or older professionals** – are leaving the company in droves.

You need to immediately deploy employee surveys to identify the root cause of demographics-based attrition before it affects your workplace culture. A positive culture can be the antidote to the quitting epidemic.

1.3 EMPLOYEE ATTRITION IN INDUSTRIES

While having employees leaving in droves can be bad, if a company needs to eliminate positions to stay financially afloat, attrition doesn't have to be a negative thing. When your business struggles, it can be easier not to replace people who leave voluntarily than eliminating positions. (Depending on where your organization based, you may be required to pay severance or pay for long notice periods if you decide to eliminate jobs proactively.) However, if your attrition levels are too high, you can run into some serious problems. You can have a lack of continuity, training gaps, and a lack of institutional knowledge. It can take a long time to fill positions (especially specialized roles), and if you leave these positions empty, it can become difficult to fill these positions later. These holes can cause burnout for your remaining employees and lower overall productivity, leading to unhappy customers. Sometimes companies implement hiring freezes in an attempt to increase attrition. If someone quits, the remaining employees must absorb their work. The work ceases to be done, or managers reorganize employees to fill holes.



While having employees leaving in droves can be bad, if a company needs to eliminate positions to stay financially afloat, attrition doesn't have to be a negative thing. When your business struggles, it can be easier not to replace people who leave voluntarily than eliminating positions. (Depending on where your organization based, you may be required to pay severance or pay for long notice periods if you decide to eliminate jobs proactively.)

However, if your attrition levels are too high, you can run into some serious problems. You can have a lack of continuity, training gaps, and a lack of institutional knowledge. It can take a long time to fill positions (especially specialized roles), and if you leave these positions empty, it can become difficult to fill these positions later. These holes can cause burnout for your remaining employees and lower overall productivity, leading to unhappy customers.

Sometimes companies implement hiring freezes in an attempt to increase attrition. If someone quits, the remaining employees must absorb their work. The work ceases to be done, or managers reorganize employees to fill holes. Even when the attrition is involuntary and the result of carefully planned layoffs, you need to be concerned about the future. If you lay off all your salespeople today because product sales are down, you'll never have a chance to recover. No salespeople mean no

sales, and no sales mean no company. Recruiting, hiring, and training new employees is costly, so you might consider not terminating someone and not eliminating that position if you need it again later. It may make more sense to cross-train that employee for a time and retain the person. While many people use these terms interchangeably, the key difference is that turnover measures all terminations—including those positions that are refilled. Attrition looks at long term vacancies or position eliminations altogether. If your attrition rate is high, your company is shrinking. You can have high turnover rates and still have a stable or even growing company. For example, restaurants and retail often have high turnover rates, even if the business grows. Several factors affect attrition, some of which are under your control and some of which are not. Here are a few:

Low unemployment: If your area or industry has low unemployment rates, you may not be able to replace employees who leave, even if you wanted to. You can either leave the positions vacant (attrition) or reduce your hiring standards or expand your search.

Workforce demographics: If your company is filled with Baby Boomers, their upcoming retirements may result in a loss of staff that you cannot easily replace.

Toxic workplace: If your business is not a good place to work, you may find it challenging to keep positions filled. You may wish to lower your attrition rate but find it challenging to do so because people leave quickly, and your company's reputation as a toxic employer spread. If you're experiencing a high level of attrition, this is one of the first areas you should investigate. Listen to employees in exit interviews and pay attention to your online reviews. If your Glassdoor reviews are negative, take them to heart and work to correct them. Sometimes, employees choose to leave an existing job to take a new one or because they're retiring. An attrition policy takes advantage of such voluntary departures to reduce overall staff.

Laying off employees doesn't involve a voluntary action on the part of the employee. However, layoffs do result in attrition when a company doesn't immediately hire as

many new employees as it laid off. Layoffs occur when a company is faced with a financial crisis and must cut its workforce to stay afloat. Sometimes, due to changes in company structure or a merger, certain departments are trimmed or eliminated. Rather than relying on natural attrition associated with voluntary employee departures, this usually requires layoffs.

1.4 INDUSTRY PROFILE

The logistics industry is considered a crucial sector to boost international trade as a consequence of digitalization and globalization. The logistics and freight industry is evolving rapidly and regarded as the backbone of the economy in India as it ensures quick, efficient and economical transport of goods across India and many commercial sectors rely on it. The innovative and advanced technologies have provided increased efficiency and extra combined operating models in the logistics industry in India.

The growth of the logistics companies in Chennai and other popular towns contributes to the growth of the logistics sector which in turn increases the competitiveness among the different nations and therefore, it becomes a vital element of economic development and growth of the country. Logistics is the interplay of technology, infrastructure, skilled manpower and new types of service providers which defines whether the logistics sector will be able to aid its customers, minimize their costs and provide quality services

An export in an international trade is a good produced in one country that is sold into another country or a service provided in one country for a national or resident of another country. The seller of such goods or the service provider is an *exporter*; the foreign buyer is a importer. Services that figure in international trade include financial, accounting and other professional services, tourism, education as well as intellectual property rights.

Exportation of goods often requires the involvement of customs authorities.

There are four main types of export barriers: motivational, informational, operational/resource-based, and knowledge.

Trade barriers are laws, regulations, policies or practices that protect domestically made products from foreign competition. While restrictive business practices sometimes have a similar effect, they are not usually regarded as trade barriers. The most common foreign trade barriers are government-imposed measures and policies that restrict, prevent, or impede the international exchange of goods and services

International agreements limit trade-in and the transfer of certain types of goods and information, e.g., goods associated with weapons of mass destruction, advanced telecommunications, arms and torture and also some art and archaeological artifacts. For example:

Nuclear Suppliers Group limits trade in nuclear weapons and associated goods (45 countries participate).

The Australia Group limits trade in chemical and biological weapons and associated goods (39 countries).

Missile Technology Control Regime limits trade in the means of delivering weapons of mass destruction (35 countries).

The Wassenaar Arrangement limits trade in conventional arms and technological developments (40 countries).

Although the outbreak of COVID-19 sufficiently changed the world economy, people started doing business, so international trade is a key for economic growth. Armenia's economy is dependent on international flows, tourism, and inner production. Competitive export Industries were established which helped the growth of Gross Domestic Product (GDP) to generate financial resources. The market shifted to more efficient exporters, which is the effect of trade liberalization on aggregate productivity. Due to the increase of the number of international businesses

activities through a multilateral trading system, RA Government Program, which was approved in February 2019, the government policy became the objective of

economic growth. The period established for the program was 2019-2024. Export quality is developed by developing the export volumes and services.

Tariffs, a tax on a specific good or category of goods exported from or imported to a country, is an economic barrier to trade. A tariff increases the cost of imported or exported goods, and may be used when domestic producers are having difficulty competing with imports. Tariffs may also be used to protect an industry viewed as being of national security concern. Some industries receive protection that has a similar effect to subsidies; tariffs reduce the industry's incentives to produce goods quicker, cheaper, and more efficiently, becoming ever less competitive.

The third basis for a tariff involves dumping. When a producer exports at a loss, its competitors may term this dumping. Another case is when the exporter prices a good lower in the export market than in its domestic market. The purpose and expected outcome of a tariff is to encourage spending on domestic goods and services rather than their imported equivalents.

Tariffs may create tension between countries, such as the United States steel tariff in 2002, and when China placed a 14% tariff on imported auto parts. Such tariffs may lead to a complaint with the World Trade Organization (WTO) which sets rules and attempts to resolve trade disputes. If that is unsatisfactory, the exporting country may choose to put a tariff of its own on imports from the other country.

Exporting may help a company achieve experience curve effects and location economies in their home country. Ownership advantages include the firm's assets, international experience, and the ability to develop either low-cost or differentiated products. The locational advantages of a particular market are a combination of costs, market potential and investment risk. Internationalization advantages are the benefits of retaining a core competence within the company and threading it through the value chain rather than to license, outsource, or sell it.

In relation to the eclectic paradigm, companies with merger ownership advantages do not enter foreign markets. If the company and its products are equipped with ownership advantage and internalization advantage, they enter through low-risk modes such as exporting. Exporting requires significantly less investment than other

modes, such as direct investment. Export's lower risk typically reduces the rate of return on sales versus other modes. Exporting allows managers to exercise production control, but does not provide them the option to exercise as much marketing control. An exporter enlists various intermediaries to manage marketing management and marketing activities. Exports also has effect on the Economy. Businesses export goods and services where they have a competitive advantage. This means they are better than any other country at providing that product or have a natural ability to produce either due to their climate or geographical location etc.

Logistics is a part of supply chain management that deals with the efficient forward and reverse flow of goods, services, and related information from the point of origin to the point of consumption according to the needs of customers. Logistics management is a component that holds the supply chain together. The resources managed in logistics may include tangible goods such as materials, equipment, and supplies, as well as food and other consumable items.

In military logistics, it is concerned with maintaining army supply lines with food, armaments, ammunitions, and spare parts apart from the transportation of troops themselves. Meanwhile, civil logistics deals with the acquisition, movement, and storage of raw materials, semi-finished goods, and finished goods. For organisations that provide services such as garbage collection, mail deliveries, public utilities, and after-sales services, logistical problems also need to be addressed.

Logistics deals with movements of materials or products from one facility to another (e.g., from the production facility to assembly plants to distribution center. it does not deal with the material flow within the production or assembly plants (e.g., production planning or single-machine scheduling). Logistics occupies a significant amount of the operational cost of an organisation or country. For example, logistical costs of organizations in the United States incurred about 11% of United States national gross domestic product (GDP) in 1997. Such a situation is also similar for the countries in the European Union (EU) where logistics incurred 8.8 to 11.4% of the national GDP in 1993.

The complexity of logistics can be model, analyse, visualized, and optimized by dedicated simulation software. The minimization of the use of resources is a common motivation in all logistics fields. A professional working in the field of logistics management is called a logistician.

Inbound logistics is one of the primary processes of logistics concentrating on purchasing and arranging the inbound movement of materials, parts, or unfinished inventory from suppliers to manufacturing or assembly plants, warehouses, or retail stores.

1.5 COMPANY PROFILE

Keshav Exports Private Ltd is one of the largest merchant exports from southern part of India. The company is engaged in the Business of Manufacturing/Processing and export of Temple articles, pooja items, of various size and gods, gift articles, handmade temple products to various countries like Mauritius, Singapore, Malaysia, USA, Canada, Reunion, and New Zealand.

The company is registered with various Government affiliated organisations like Hindu Religious and Charitable Endowments Department, Archaeological Survey of India, Tamil Nadu Tourism.

The company already has about 200 items under one umbrella. The products are procured from the most reliable sources from various corners of the country. They are then processed and packed as specific countries Quality & Labelling standards. The company is in the process of incorporating various quality control measures to see that the goods are of highest quality standards. There is no compromise with quality at any point. The company is in the process of acquiring the highest Quality standard of ISO 22000.

Even with fierce competition the company does not wish to compromise on quality, which will help in consolidating & expanding its position in near future. It works on the principle of “Quality Control is doing things right, the first time and every time”. Quality customer service is the company’s only belief.

CHAPTER 2

REVIEW OF LIREATURE

1. **Ade Abdulquadri, Bilau, Musibau Akintunde Ajagbe, Anthony Babatunde Sholanke, Tolani Abdulrahman Sani (2015)**, expressed the issue of employee turnover has raised burden in the construction industries which effects productivity. It was mentioned that only few resources have been used in recruiting, training and developing the employees, due to which they leave for other organizations. Their research was aimed at determining the impact of employee's turnover rate in small and medium construction firms in Nigeria.
2. **N. Bharathi, P. Paramashivaiah (2015)**, articulated that, employees leave the organization either entirely or change their industry. Since all the research is focused on the issues and antecedents of attrition the consequences where not much focused so the study focuses on a holistic view rather than a specific portion.
3. **Shine David (2015)**, in the research said that the employees working in various cities of India (Mumbai, Pune, Bangalore, Delhi and Indore) to analyse the case of attrition. Samples were collected with 21 factors/items which resulted in 5 factors. Findings of the study suggest that organisational culture, working conditions, career growth opportunities, work pressure and mutual trust. The conclusion that was provided was employee friendly organisational culture with positive working conditions, low pressure and higher opportunities for career growth.

4. **Asma Farooque, Habibuddin (2015)**, investigated several factors that are affecting high attrition rate in hotel industry. A study conducted by an industry chamber located in New Delhi reveals that the attrition rate in the hospitality industry in India is set to double to nearly 50 per cent by 2010, up from the earlier 25 per cent growing at an alarming rate of 10 per cent per annum. The result showed that the lack in salary, stress in job, compensation, better opportunities and stake issues were the major reasons behind the problem of attrition in the company.
5. **M. S. R Sesha Giri and Y. Gayatri (2018)** recommended that in concurrent detention of workmen is crucial to the everlasting stick out and triumph of any establishment. Therefore, all HR executives have presumed the reciprocal significance of the workman detention and its influence on the comprehensive establishment. The exercises/practices at choose establishment is exceptional in detaining workmen.
6. **K. Sreenivas Mahesh (2017)** pinpointed that a balanced manpower generates a remarkable cut-throat supremacy and if an establishment has unsteady work surroundings, it may be enforced to pervade excessively in enlisting, inducting, training, extra time and administration. It is noticing that enormous enterprises look to have their manpower into cut-throat properties and modest advancement has prevailed all around.
7. **George (2015)** discovered two categories of detention components that is establishment extent and work extent. Organizational components are management, satisfying milieu, communal assistance and developmental chances. Components at work extent are remuneration, liberty, task at hand and balance between professional and personal life. Result showed that organizational extent components are eminent for workman detention then work extent components.

8. Bratton, L. (2016) emphasised the necessity of identifying the fundamental reasons of employee turnover. The study discovered that issues such as work dissatisfaction, low compensation, bad management, and limited growth possibilities are key contributors to employee attrition in businesses. The report also recommended that businesses create successful employee retention strategies that address these core factors in order to reduce employee turnover.
9. Crossley, C. D. et al. (2017) discovered that organisational culture and job satisfaction were the most important determinants of employee turnover. To retain employees in the long run, the report recommended that employers focus on developing a healthy organisational culture and ensuring job satisfaction.
10. Saari, L. M., and Judge, T. A. (2018) investigated the association between employee turnover and employee well-being. Employees who experience high levels of stress, job discontent, and inadequate job security are more likely to abandon their jobs, according to the study. To prevent employee attrition, the study recommended that employers focus on enhancing employee well-being.
11. Davis, M. H., et al. (2019) investigated the influence of leadership in employee turnover. According to the study, leaders that use transformational leadership styles and prioritise staff development are more effective in retaining people. The report recommended that businesses invest in leadership development programmes to boost staff retention.
12. Shin, Y., et al. (2020) investigated the impact of employee engagement on employee turnover. The study discovered that employees who are more involved in their work and have a strong sense of commitment to their organisations are less likely to leave. According to the survey, businesses should focus on increasing employee engagement through effective communication, recognition, and feedback channels.

13. Zhu, J., et al. (2021), investigated the influence of job embeddedness in minimising employee turnover. Employees who feel connected to their colleagues and the organisation are more likely to stay, according to the survey. To boost employee retention, the study suggested that firms focus on fostering social relationships and a sense of belonging.
14. S. Sathiyaraj and S. Sridhar (2016) - "A Study on Employee Attrition in the IT Sector" According to the findings of this study, factors such as job satisfaction, work-life balance, and career advancement prospects have a substantial impact on employee attrition in the IT sector. To lower turnover rates, the authors recommend that businesses focus on creating a happy work atmosphere and providing career development opportunities.
15. N. Gayathri and R. Amirthavalli (2017) - "Employee Attrition: A Review of Literature" Employee attrition is influenced by a variety of factors, including job satisfaction, remuneration and benefits, work-life balance, organisational culture, and leadership, according to a review of the research. Companies should employ successful retention measures, such as delivering competitive remuneration packages and providing opportunities for skill development, according to the authors.
16. P. Gomathi and S. Raja (2018) - "A Study on Employee Attrition in the Banking Sector" This study discovered that job stress, poor salary, and a lack of recognition all had a substantial impact on employee attrition in the banking industry. To retain staff, the authors recommend that businesses implement initiatives such as employee engagement programmes and skill development programmes.
17. R. Adhikari and S. Joshi (2019) - "Employee Attrition and Retention Strategies in the Hospitality Industry" According to the findings of this study, issues such as a lack of career advancement prospects, inadequate salary, and job stress have a substantial impact on employee attrition in the hospitality business. To retain employees, the authors recommend that businesses implement methods such as delivering competitive salary packages and providing possibilities for professional advancement.

18. T. W. Lee et al. (2020) - "Understanding Employee Turnover: A Meta-Analysis of Antecedents and Consequences" Employee turnover is influenced by a variety of characteristics, including job happiness, job stress, and organisational fairness, according to this meta-analysis. The authors advise businesses to take a proactive approach to staff retention by creating effective employee engagement programmes and giving opportunities for skill development.
19. S. Singh and S. Khatri (2021) - "Predicting Employee Attrition Using Machine Learning Techniques" In this study, machine learning techniques were applied to predict employee attrition in the IT industry. The authors discovered that job happiness, work-life balance, and remuneration all have a significant impact on employee attrition. The authors recommend that businesses use predictive analytics to identify employees who are likely to leave and develop retention initiatives.
20. R. Agarwal and P. Sharma (2017). A case study of an Indian IT company's use of machine learning techniques to predict staff attrition. The study looks at how machine learning techniques might be used to forecast staff turnover in an Indian IT company. The authors discovered that machine learning algorithms may accurately forecast employee turnover, allowing businesses to take proactive efforts to retain their personnel.
21. Arora, A., and R. Sharma (2018). A survey of the literature on employee attrition. The article presents a thorough assessment of the literature on employee attrition, focusing on the numerous aspects that contribute to employee turnover, such as work satisfaction, organisational culture, leadership, salary, and benefits. The authors conclude that employee attrition is a difficult issue that must be addressed in a multifaceted manner.
22. Y. C. Huang and K. H. Chen (2019). An empirical study in Taiwan of the relationship between job embeddedness, job satisfaction, and turnover intention. The research looks at the relationship between job embeddedness, job satisfaction, and turnover intention among Taiwanese employees. The authors discovered that job embeddedness and job

satisfaction are negatively connected to turnover intention, implying that organisations might reduce employee turnover by fostering job embeddedness and job happiness in the workplace.

23. Kim, H., and D. Kwon (2016). An empirical examination of the impact of work variables on job satisfaction and turnover intention. *International Hospitality Management Journal*. The study looks at how employment qualities including workload, autonomy, and job security affect job satisfaction and turnover intention among hotel workers in South Korea. According to the authors, job features have a considerable impact on job satisfaction and turnover intention, implying that organisations can reduce employee turnover by increasing job characteristics.
24. Singh, A. K., and P. Dhamija (2017). Factors influencing employee turnover and effective retention tactics in the IT business. The article investigates work-life balance, training and development, and remuneration and benefits as factors influencing employee turnover in the IT business. According to the authors, firms can reduce employee turnover by establishing effective retention strategies that address these variables.
25. Zhang et al. (2017)'s studied "Predicting employee turnover in the hospitality industry using data mining techniques," employee turnover was influenced by criteria such as work satisfaction, age, and years of service. The study developed a model for forecasting turnover using data mining techniques.
26. Ogunyomi and Bruning (2018) discovered a substantial association between job happiness and turnover intention in the Nigerian banking business in "The relationship between job satisfaction and employee turnover intention: Evidence from the Nigerian banking industry." Employers should focus on enhancing work satisfaction to prevent turnover, according to the report.

27. Gryphon & Hesketh (2017)'s "A review of the literature on employee turnover" provides an overview of the literature on employee turnover, covering the causes and consequences of turnover, as well as techniques for minimising turnover.
28. Khan and Ramay (2016) discovered that organisational culture had a significant impact on employee turnover intention in the hospitality sector in their study "The impact of organisational culture on employee turnover intention in the hospitality industry." To reduce turnover, the report recommended that businesses focus on developing a healthy organisational culture.
29. Reddy and Ramaswamy (2020) evaluated the literature on staff retention techniques in the Indian IT business in "Employee retention strategies in Indian IT industry: A review of literature." According to the findings of the study, methods such as career development, flexible work arrangements, and employee recognition were beneficial in lowering turnover.
30. Oyewole and Akinlabi (2021) examined "The impact of compensation on employee turnover in the banking sector: A review of literature on the impact of compensation on employee turnover in the banking sector. The study discovered that compensation was a significant role in employee turnover and advised firms to offer competitive compensation packages to retain staff.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 STATEMENT OF THE PROBLEM

Among all employee related problems, employee attrition is one of the key problem in the today's scenario despite the changes in the external environment. Attrition is said to be gradual reduction in number of employees through resignation, death and retirement. The other name given for Attrition is attrition. When a well-trained and well-adapted employee leaves the organization for any of the reason, it creates an empty space in an organization (i.e) there occurs a vacuum in the organization. It creates a great difficulty for a Human resource personnel to fill the gap that has occurred. Modern Human resource managers is taking various steps to reduce the employee attrition rate and it has been a pivotal challenge for today's Managers. Many of the employees may also tend to leave the job for various undisclosed factors such as lack of job security, lack of career advancement, desire for change in new opportunities, anticipating higher pay, problems with supervisors and few other personal reasons. This study helps in knowing why attrition occurs, reasons for employee attrition, challenges faced by managers in retaining employees and also suggest some measures in retaining employees.

3.2 SIGNIFICANT OF THE STUDY

Retaining talented employees from getting poached along with reducing the attrition costs are the key areas that need to be given some serious thought. Huge amounts are being spent on hiring and training the recruits and hence the cost of employee attrition adds a lot of money to a company's expenses. Employees who leave the organization take along with them valuable information regarding the company, its customers, current projects and other confidential data. Employees build relationships

with customers and clients and help the business of the organization to grow but once they leave, such relationships are severed and can cause potential customer loss. Time is a crucial factor for a business to succeed and a huge amount of it goes in hiring and training a new employee, also involving large amount of money huge cost which is a direct loss to the company, if the employee leaves the organisation.

Employees are the most valuable assets of an organization. People are needed to accomplish the task, but people are more than just tasks they perform. They are dreams, hopes, ambitions, creativity and innovation. To recognize and cultivate these valuable assets is one of the surest ways to build an organization that leads rather than follows in domestic and global markets. Thus, Organizations should create an environment that fosters ample growth opportunities, appreciation for the work accomplished and a friendly cooperative atmosphere that makes an employee feel connected in every respect to the organization. Retention plans are an inexpensive way of enhancing workplace productivity and engaging employees emotionally. Effective human resource management must be practiced at both strategic and day-to-day levels. HR management practices must reflect company policy as to how it will manage and relate to its employees. The HR strategy should evolve from a transactional support role to partnering in the organizations business strategy. HR must take steps to be aware of employee problems and try to solve them, creatively.

3.3 OBJECTIVES OF THE RESEARCH

- ▶ To examine the reasons for attrition among the existing employees.
- ▶ To find whether the perceptions towards the job work related factors within the employees has resulted in better way.
- ▶ To know whether the all the employees are treated equal specifically women.

- ▶ To analyze and know whether these factors such as infrastructure, peer relationship related factors resulted in employee attrition among the workers.
- ▶ To find out that the company is having a good reputation among the employees.

3.4 RESEARCH HYPOTHESES

The study aims at examining the following hypotheses with available data and techniques:

CHI SQUARE:

(H0) Null hypothesis: There is no significance difference between age and workload at one time and factor that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between age and workload at one time and factor that influence the reason for attrition.

3.5 RESEARCH DESIGN

In dealing with any real life problem it is often found that data at hand are inadequate, and hence, it becomes necessary to collect data that are appropriate. There are several ways of collecting the appropriate data which differ considerably in context of money costs, time and other resources at the disposal of the researcher. Primary data can be collected either through experiment or through survey. I collected data from the survey through questionnaire.

Various statistical tools such as measures of central tendency, percentile, mean values, Chi square, ANOVA, Factor analysis and regression etc. will be used as per the need. Cluster and convenience sampling technique is used to collect the data.

3.6 Method of Research Study

The method used in this study is descriptive research. According to (Schindler, 2006) in descriptive studies are used to "make descriptions of the phenomena or

the characteristics associated with a subject population: who, what, when, where and how of a topic". This method also formulates hypothesis and are tested to prove the subject content. This study has used the descriptive method taking the help of surveys, framing and using a structured questionnaire, in-depth interviews and discussion identifying the CRM practices in the PSBs. Further an attempt is also made to correlate the qualitative data and the qualitative data showing the impact of Banks CRM practices on its performance. Therefore, this research uses a two-stage design at the first stage exploration is used aiming at clearly defining the research question and developing the research design which is followed by description and diagnosis at the second stage.

3.7 SOURCES OF DATA COLLECTION

This deals with different data collection methods. Both primary and secondary data has been collected in this research.

PRIMARY DATA:

Primary research is research you conduct yourself (or hire someone to do for you.) It involves going directly to a source-usually customers and prospective customers in your target market-to ask questions and gather information. Primary data was collected through personal and telephonic interview. A structured questionnaire and exit interview form was prepared to collect relevant primary data from employees.

SECONDARY DATA:

Secondary research is a type of research has already been compiled, gathered, organized and published by others. It includes reports and studies by government agencies, trade

associations or other businesses in your industry. Especially for small businesses with

limited budgets Secondary data was collected from various published books, journals, company web sites, intranet of organization and company brochure.

3.8 PLAN OF THE STUDY

The study has been broadly divided into two parts. The first part is a theoretical review of the available literature and it incorporates the methodology adopted in collection and based on the analysis of data. The study is concerned with establishing empirical relation among the variables extracted from the available data. The data are in the nature of both primary and secondary which are collected from the survey of samples and the available secondary data from the different sources.

3.9 STATISTICAL TOOLS AND TECHNIQUES

The present Research Methodology includes chi square and regression tools for measurement of data. At first step, chi-square test was conducted for cross analysis of different factors like Work load, gender etc. In the second part a Anova was run and the beta value was studied and interpreted. Graphical interpretation was used for detail study and clear result.

3.10 LIMITATIONS OF THE STUDY

As in any research, this study is not without limitations. However, a great care was taken in structuring this research so that these limitations would not affect the outcomes and the contributions of this study. Describe below are the major limitations that came across while conducting this study.

- Use of limited period and limited number of samples for the study.
- It was found that while collecting data the commercial industry was reluctant to give in depth information.
- The present study might not remain helpful over a period of time because various recent improvements and innovations and digitalisation are going to affect to a greater extent on employee attrition.
- Unavailability of previous work and literature on this topic particularly in Kesav exports makes it difficult to carry out the work.

- Due to limitation of time and resources a full-length survey can't be made possible with a wider representation of data. In spite of these limitations attempts, have been made to make the study a scientific and reliable one.

CHAPTER 4

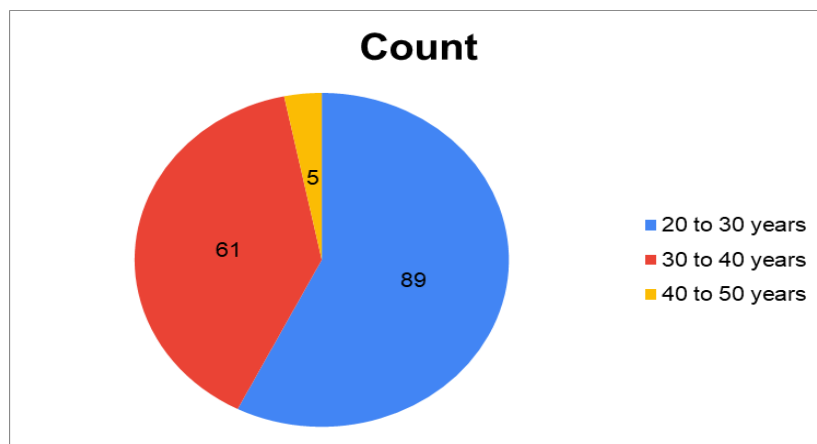
DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

Table 4.1.1 Percentage of age of response

AGE	COUNT	PERCENTAGE
20 to 30 years	89	57.42 %
30 to 40 years	61	39.5%
40 to 50 years	5	3.23%
Grand Total	155	100%

Chart 4.1.1 age of response



Interpretation:

The data given represent the age of the responders. It is interpreted that there are three age groups 20 to 30, 30 to 40, 40 to 50 years old. In that age group of 20 to 30 as count of 89 which is 57.42 percentage. 30 to 40 as count of 61 which is 39.35 percentage. 40 to 50 as count of 5 which is 3.23 percentage.

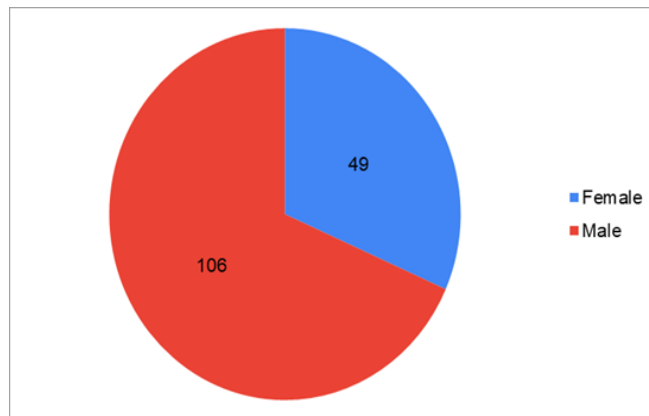
Inference:

It is to infer that majority of the responders are 20 to 30 age group.

Table 4.1.2 Percentage gender of response

Age	Count	Percentage
Female	49	31.61%
Male	106	68.39%
Grand Total	155	100.00%

Chart 4.1.2 Gender of response



Interpretation:

The data given represent the gender of the responders and can be seen that both male and female as responded. Female with count of 49 which is 31.61% and male 106 which is 68.39%.

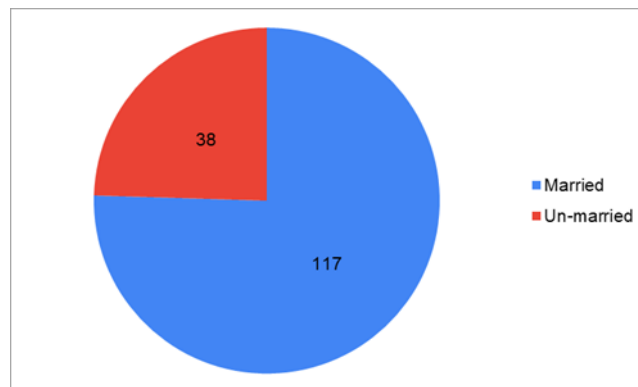
Inference:

It is to infer that majority of the responders are male with 68.39%.

Table 4.1.3 Percentage of marital status

Marital Status	Count	Percentage
Married	117	75.48%
Un-married	38	24.52%
Grand Total	155	100.00%

Chart 4.1.3 Marital status



Interpretation:

The data given represent the Marital status of the responders and can be seen that both Married and Un Married as responded. Married with count of 117 which is 75.48% and un married 38 which is 24.52%

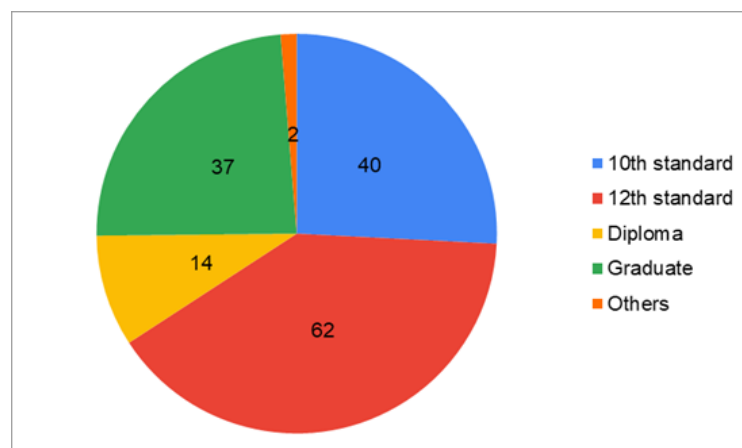
Inference:

It is to infer that majority of the responders are married which is 75.48%

Table 4.1.4 Percentage of educational qualification

Qualification	Count	Percentage
10th standard	40	25.81%
12th standard	62	40.00%
Diploma	14	9.03%
Graduate	37	23.87%
Others	2	1.29%
Grand Total	155	100.00%

Chart 4.1.4 Educational Qualification



Interpretation:

The data given represent the Education of the responders. It is interpreted that there are 5 education groups 10th, 12th, Diploma, Graduate, Others. In that Education group of 10ths have 40 which is 25.81%, 12th have 62 which is 40%, Diploma have 14 which is 9.03%, Graduate have 37 which is 23.87% and others have 2 which is 1.29%

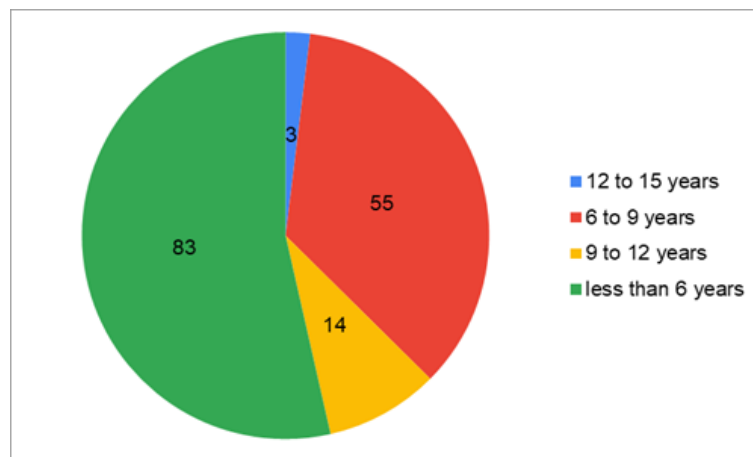
Inference:

It is to infer that majority of the responders are 12th standard with education followed by 10th standard with 40 and 25.81% respectively.

Table 4.1.5 Percentage of experience in logistics industry

Experience	Count	Percentage
12 to 15 years	3	1.94%
6 to 9 years	55	35.48%
9 to 12 years	14	9.03%
less than 6 years	83	53.55%
Grand Total	155	100.00%

Chart 4.1.5 Experience in logistics industry



Interpretation:

The data given represent the Experience in industry of the responders and can be seen that less than 6 years to 15 years as responded. Less than 6 years 83 which is 53.55%, 6 to 9 years 55 which is 35.48%, 9 to 12 years 14 which is 9.03%, 12 to 15 years 3 which is 1.94%

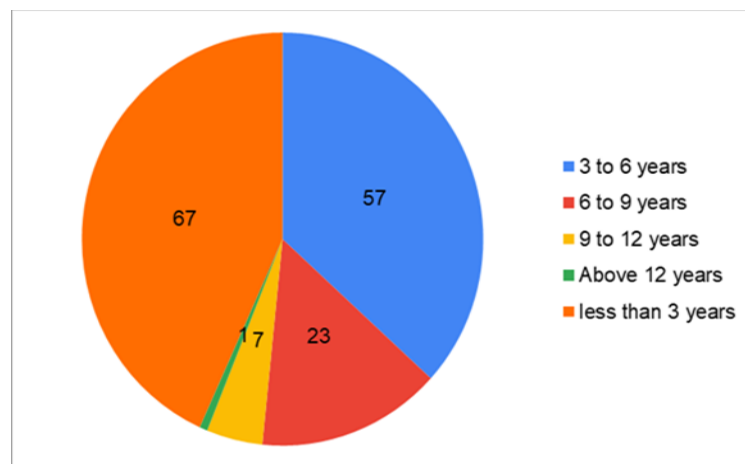
Inference:

It is to infer that majority of the responders are less than 6 years' experience 83 individuals which is 53.55%.

Table 4.1.6 Percentage of experience in Keshav exports

Experience	Count	Percentage
3 to 6 years	57	36.77%
6 to 9 years	23	14.84%
9 to 12 years	7	4.52%
Above 12 years	1	0.65%
less than 3 years	67	43.23%
Grand Total	155	100.00%

Chart 4.1.6 Experience in Keshav exports



Interpretation:

The data given represent the Experience in company of the responders and can be seen that less than 3 years to above 12 years as responded. 3 to 6 years 57 which is 36.77%, 6 to 9 years 23 which is 14.48 %, 9 to 12 years 7 which is 4.52%, above 12 years 1 which is 0.65% and less than 3 years 67 is 43.23%.

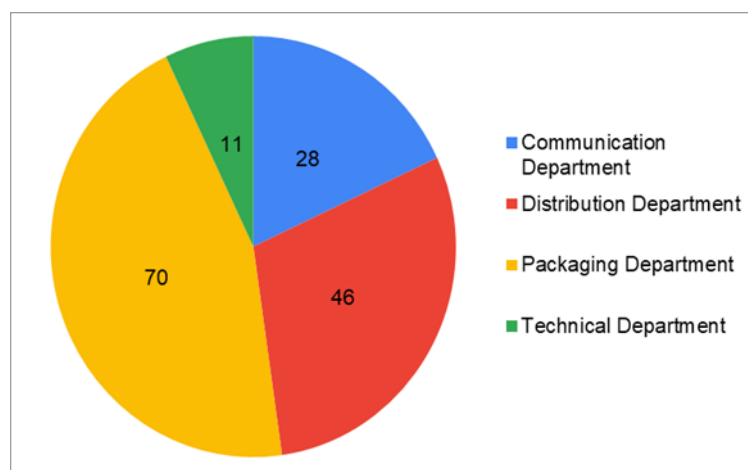
Inference:

It is to infer that majority of the responders are less than 3years experience 67 individuals which is 43.23%.

Table 4.1.7 Percentage of departments

Department	Count	Percentage
Communication Department	28	18.06%
Distribution Department	46	29.68%
Packaging Department	70	45.16%
Technical Department	11	7.10%
Grand Total	155	100.00%

Chart 4.1.7 Departments



Interpretation:

The data given represent the Department responders and can be seen that less than people from 4 departments as responded. Communication 28 which is 18.06%, Distribution 46 which is 29.68%, packaging 70 which is 45.16 %, Tech 11 which is 7.10%.

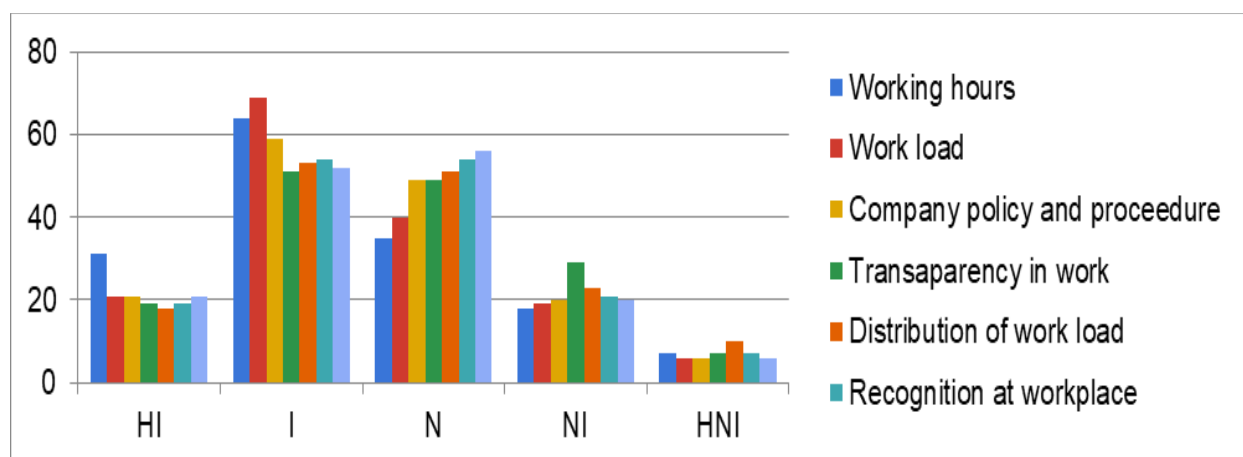
Inference:

It is to infer that majority of the responders are packaging department 70 which is 45.16%.

Table 4.1.8 Response perception towards the job related aspects influencing the employee attrition in our organization

Particulars	Highly influential	Percentage	Influential	Percentage	Neutral	Percentage	Not influential	Percentage	Highly not influential	Percentage
Working hours	31	20.00%	64	41.29%	35	22.58%	18	11.61%	7	4.52%
Work load	21	13.55%	69	44.52%	40	25.81%	19	12.26%	6	3.87%
Company policy and procedure	21	13.55%	59	38.06%	49	31.61%	20	12.90%	6	3.87%
Transparency in work	19	12.26%	51	32.90%	49	31.61%	29	18.71%	7	4.52%
Distribution of work load	18	11.61%	53	34.19%	51	32.90%	23	14.84%	10	6.45%
Recognition at workplace	19	12.26%	54	34.84%	54	34.84%	21	13.55%	7	4.52%
Role in decision making	21	13.55%	52	33.55%	56	36.13%	20	12.90%	6	3.87%

Chart 4.1.8: Response perception towards the job related aspects influencing in employee attrition in our organization



Interpretation:

1. From the above data it is represented that which of the factors or influencing the employees attrition in organization.
2. Working hours highly influence 20% highly not influence 4.2% influence 41.29% neutral 22.58% not influence 11.61%
3. Workload highly influence 13.5% highly not influence 3.87% influence 44.52% neutral 25.81% not influence 12.26%
4. Company policy and procedure highly influence starting point 55% highly not influence 3.87% influence 38.06% neutral 30.6% not influence 12.90%
5. Transparency in work highly influence 12.26% highly not influence 4.2% influence 32.90% neutral 31.6% not influence 18.71%
6. Distribution of workload highly influence 7.61% highly not influence 6.45% influence 34.19% neutral 32.90% not influence 14.84%
7. Recognition At workplace highly influence 12.26% highly not influence 4.52% influence 34.84% neutral 34.84% not influence 13.5%

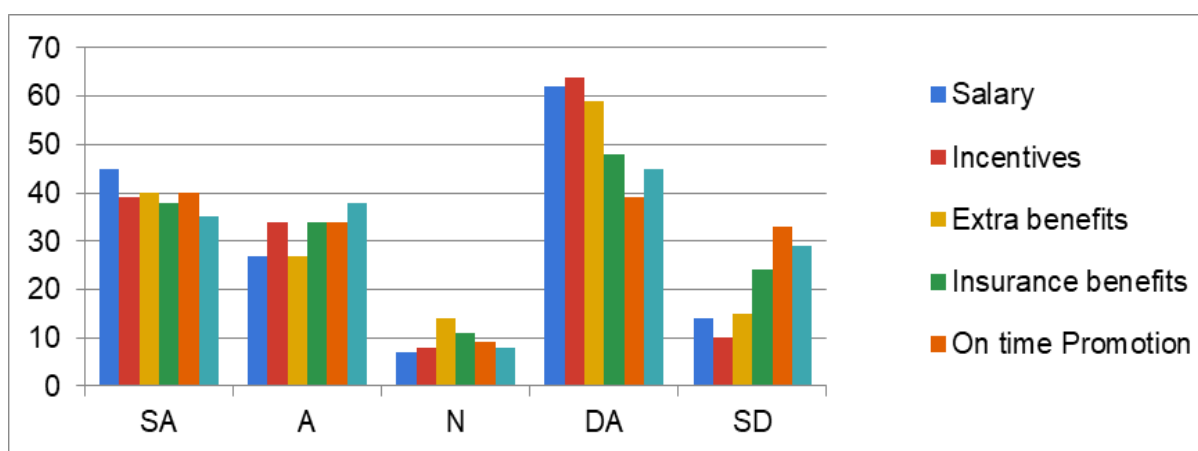
Inference:

Workload influence which is 69 individuals responded and 44.52% is the majority high number.

Table 4.1.9 Response perception towards the financial and non-financial benefits influencing the employee attrition in our organization

Particulars	SA	Percentage	A	Percentage	N	Percentage	DA	Percentage	SD	Percentage
Salary	45	29.03%	27	17.42%	7	4.52%	62	40.00%	14	9.03%
Incentives	39	25.16%	34	21.94%	8	5.16%	64	41.29%	10	6.45%
Extra benefits	40	25.81%	27	17.42%	14	9.03%	59	38.06%	15	9.68%
Insurance benefits	38	24.52%	34	21.94%	11	7.10%	48	30.97%	24	15.48%
On time Promotion	40	25.81%	34	21.94%	9	5.81%	39	25.16%	33	21.29%
Bonus and allowances	35	22.58%	38	24.52%	8	5.16%	45	29.03%	29	18.71%

Chart 4.1.9 Response perception towards the financial and non-financial benefits influential in employee attrition in our organization



Interpretation:

1. From the above data we can see that financial and non-financial benefits are more influence in employee attrition in our organization.
2. Salary agreed 17.42% disagreed 40% neutral 4.52% strong 30% strongly disagree 9%.
3. Incentive agree 21.94% discharge read 41.29% neutral 5.16% strongly agree 25.16% strongly disagree 6.45%.
4. Extra benefits agreed 17.42% disagree 38.06% neutral 9.03% strongly agree 25.8% strongly disagree 9.68%.
5. Insurance benefit agree 21.94% disagree 30.97% neutral 7.1 0% strongly agree 21.52% strongly disagreed 15.48%.
6. On time promotion agreed 21.94% disagree 25.19% neutral 5.81% strongly agree 25.81% strongly disagree 21.28%.
7. On time promotion agreed 21.94% disagree 25.19% neutral 5.81% strongly agree 25.81% strongly disagree 21.28%.

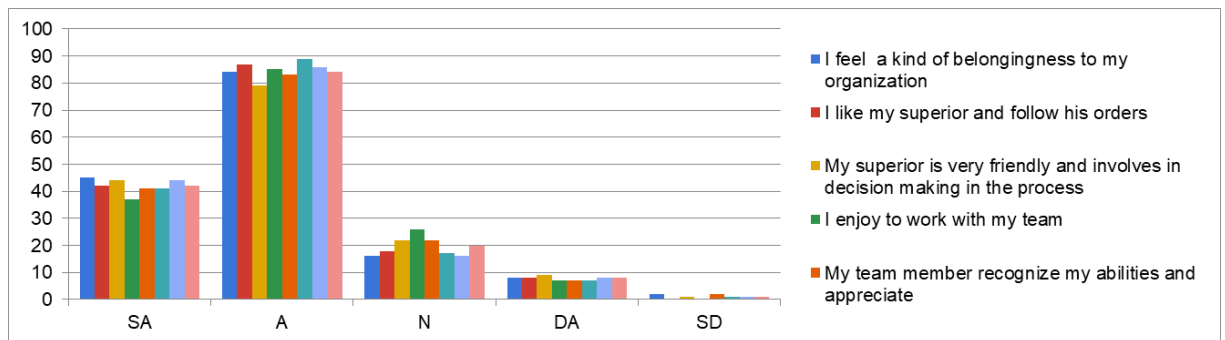
Inference:

Incentive with disagreed response of 64 which is 41.29% is the high value.

Table 4.1.10 Response perception towards the peer relationships maintained in employee attrition in our organization

Particulars	SA	Percentage	A	Percentage	N	Percentage	DA	Percentage	SD	Percentage
I feel a kind of belongingness to my organization	45	29.03%	84	54.19%	16	10.32%	8	5.16%	2	1.29%
I like my superior and follow his orders	42	27.10%	87	56.13%	18	11.61%	8	5.16%	0	0.00%
My superior is very friendly and involves in decision making	44	28.39%	79	50.97%	22	14.19%	9	5.81%	1	0.65%
I enjoy to work with my team	37	23.87%	85	54.84%	26	16.77%	7	4.52%	0	0.00%
My team member recognize my abilities and appreciate	41	26.45%	83	53.55%	22	14.19%	7	4.52%	2	1.29%
My supervisor appreciates me if perform well	41	26.45%	89	57.42%	17	10.97%	7	4.52%	1	0.65%
My colleagues support me in my job	44	28.39%	86	55.48%	16	10.32%	8	5.16%	1	0.65%
My orgniasation has a very friendly environment	42	27.10%	84	54.19%	20	12.90%	8	5.16%	1	0.65%

Chart 4.1.10 How do you feel about the peer relationships maintained in employee attrition in our organization



Interpretation:

From the above data we can info how peer relationship maintains in our organization

1. I feel a kind of belonging to my organization agreed 54.19% disagreed 85.16% neutral 10.32% strongly agree 29.03% strongly disagree 1.29%
2. I like my superior and follower orders agreed 56.13% disagree 5.16% neutral 11.61% strongly aggrade 27.1 0% strongly disagreed zero

3. I enjoy to work with my team agreed 54.84% disagreed 4.52% neutral 16.7%
strongly agree 23.87% strongly disagree zero

4. My team member recognise my ability and appreciate agreed 53.5% disagree
4.52% and neutral 14.19% strongly agree 26.45% strongly disagree 1.29%

5. My colleague support me in my job agreed 55.48% disagree 5.16% neutral
10.32% strongly agreed 28.39% strongly disagree .65%

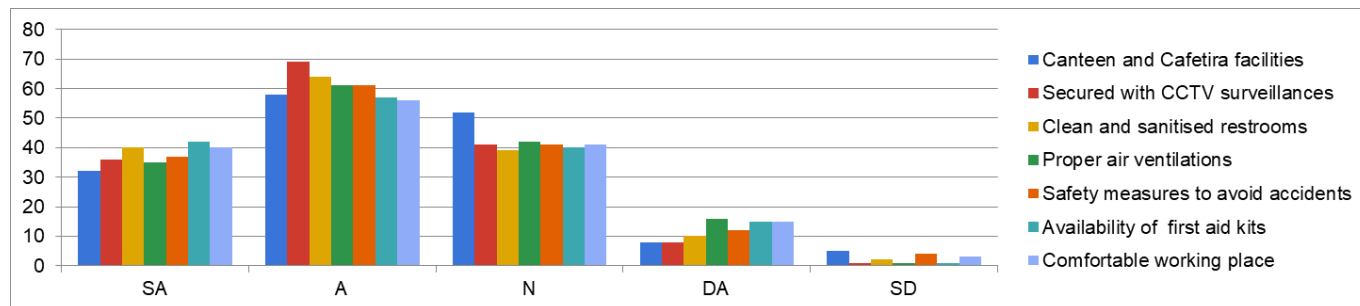
Inference:

I like my superior and follow his orders agreed 56.4% is high value in response.

Table 4.1.11 Respondence perception towards the infrastructure supporting employee attrition in our company

Particulars	SA	Percentage	A	Percentage	N	Percentage	DA	Percentage	SD	Percentage
Canteen and Cafeteria facilities	32	20.65%	58	37.42%	52	33.55%	8	5.16%	5	3.23%
Secured with CCTV surveillances	36	23.23%	69	44.52%	41	26.45%	8	5.16%	1	0.65%
Clean and sanitised restrooms	40	25.81%	64	41.29%	39	25.16%	10	6.45%	2	1.29%
Proper air ventilations	35	22.58%	61	39.35%	42	27.10%	16	10.32%	1	0.65%
Safety measures to avoid accidents	37	23.87%	61	39.35%	41	26.45%	12	7.74%	4	2.58%
Availability of first aid kits	42	27.10%	57	36.77%	40	25.81%	15	9.68%	1	0.65%
Comfortable working place	40	25.81%	56	36.13%	41	26.45%	15	9.68%	3	1.94%

Chart 4.1.11 Response perception towards the infrastructure supporting employee attrition in our company.



Interpretation:

1. From the above data we can interpret that opinion towards the infrastructures supporting your job in the company.
2. Canteen and cafeteria facility agree 37.42 % disagree 5.16% a neutral 33.5% strongly agree 20.65% strongly disagree 3.23%.
3. Security with CCTV surveillance agree 44.52% disagree 5.16% neutral 26.45% strongly agree 23.23% strongly disagree 0.62%.
4. Clean and sanitized restroom agreed 41.29% this agree 6.45% neutral 25.16% strongly agree 25.81% strongly disagree 1.29%.
5. Proper ventilation agree 39.35% disagree 10.32% neutral 27.10% strongly agree 22.85% strongly disagree 6.5%.
6. Availability of first aid kit agree 36.77% disagree 9.68% new 12 25.81% strongly agree 27.10% strongly disagree 2.58%.

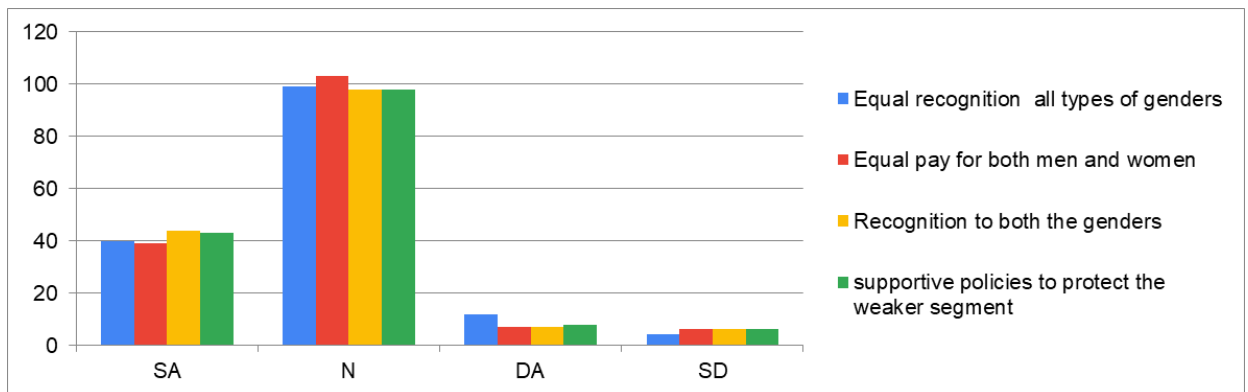
Inference:

Secured with CCTV surveillance agree 44.52% with 69 responders is the high value.

Table 4.1.12 Respondence perception towards the gender equality is maintained in your organization

Particulars	SA	Percentage	N	Percentage	DA	Percentage	SD	Percentage
Equal recognition all types of genders	40	25.81%	99	63.87%	12	7.74%	4	2.58%
Equal pay for both men and women	39	25.16%	103	66.45%	7	4.52%	6	3.87%
Recognition to both the genders	44	28.39%	98	63.23%	7	4.52%	6	3.87%
supportive policies to protect the weaker segment	43	27.74%	98	63.23%	8	5.16%	6	3.87%

Chart 4.1.12 Respondence perception towards the gender equality is maintained in your organization



Interpretation:

1. From the above data we can interfere that do you agree the gender equalities maintain in an organization.
2. Equalization all type of gender disagrees 7.77% neutral 63.87% strongly agree 25.81% strongly disagree 2.85%.
3. Equal pay for both men and women disagree 4.52% neutral 66.45% strongly agree 25.16% strongly disagree 3.87%.
4. Recognition to both the gender disagreed 4.52% new 63.23% strongly agree 28.39% strongly disagree 3.8%.
5. Supportive policies and protect the segment disagree 5.16% new 63.23% strongly agree 27.78% disagree 3.8%.

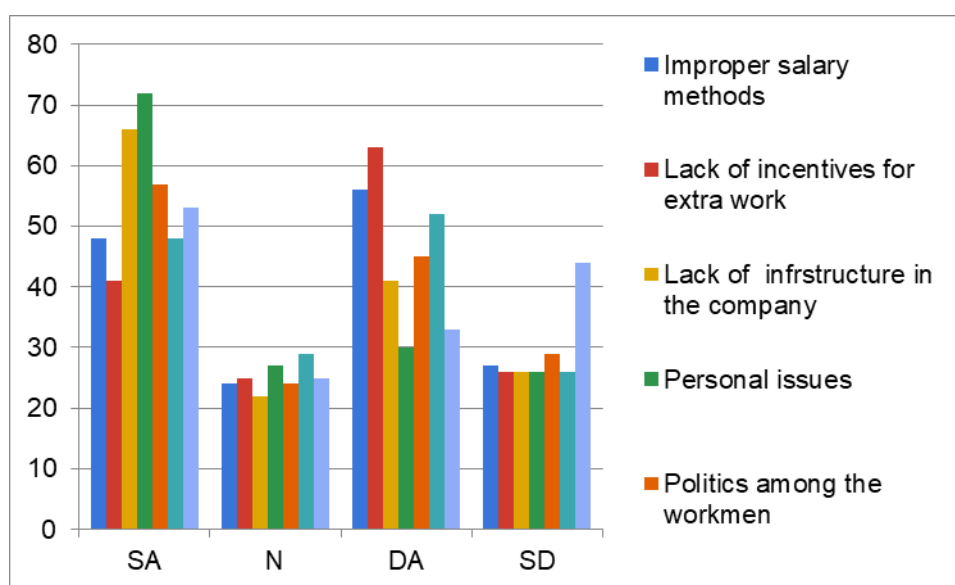
Inference:

In this equal pay for both men and women neutral with 66.45% which is 103 response is the high value.

Table 4.1.13 Respondence perception towards the major reasons
for people leaving job in your company

Particulars	SA	Percentage	N	Percentage	DA	Percentage	SD	Percentage
Improper salary methods	48	30.97%	24	15.48%	56	36.13%	27	17.42%
Lack of incentives for extra work	41	26.45%	25	16.13%	63	40.65%	26	16.77%
Lack of infrastructure in the company	66	42.58%	22	14.19%	41	26.45%	26	16.77%
Personal issues	72	46.45%	27	17.42%	30	19.35%	26	16.77%
Politics among the workmen	57	36.77%	24	15.48%	45	29.03%	29	18.71%
Poor peer relationship	48	30.97%	29	18.71%	52	33.55%	26	16.77%
Lack of encouragement and support from the employer	53	34.19%	25	16.13%	33	21.29%	44	28.39%

Chart 4.1.13 Respondence perception towards the major reasons
for people leaving job in your company



Interpretation

1. From the above data we can info that according to you what can be major reason for people living job in our company.
2. Proper salary method disagrees 36.16% neutral 15.48 % strongly agree 30.97% strongly disagree 17.42%.
3. Lack of incentive for extra work disagree 40.65% new 2016.13% strongly agree 26.45% strongly disagree 16.7%.
4. Personal issue 19.35% neutral 17.4 strongly agree 46.45% strongly disagree 16.7%.
5. Poor peer relationship disagrees 33.5% neutral 18.71% strongly agree 30.97% disagree strongly 16.77%.

Inference:

In this person issue strongly agreed 46.45% which is 72 response is the high.

4.2 CHI SQUARE

Age *Work load

(H0) Null hypothesis: There is no significance difference between age and workload at one time and factor that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between age and workload at one time and factor that influence the reason for attrition.

Crosstab

Expected Count

		Workload					Total
		1.00	2.00	3.00	4.00	5.00	
Age	1.00	3.4	10.9	23.0	39.6	12.1	89.0
	2.00	2.4	7.5	15.7	27.2	8.3	61.0
	3.00	.2	.6	1.3	2.2	.7	5.0
Total		6.0	19.0	40.0	69.0	21.0	155.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.930 ^a	8	.001
Likelihood Ratio	27.638	8	.001
Linear-by-Linear Association	3.823	1	.051
N of Valid Cases	155		

- a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .19.

Interpretation: Since the p-value is less than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is a significant difference between the age and work load at one time and the factor that influence the reason for attrition.

Work experience * Salary

(H0) Null hypothesis: There is no significance difference between work experience and salary at one time and factor that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between work experience and salary at one time and factor that influence the reason for attrition.

		Salary					Total
		1.00	2.00	3.00	4.00	5.00	
Work experience	1.00	6.1	26.8	3.0	11.7	19.5	67.0
	2.00	5.1	22.8	2.6	9.9	16.5	57.0
	3.00	2.1	9.2	1.0	4.0	6.7	23.0
	4.00	.6	2.8	.3	1.2	2.0	7.0
	5.00	.1	.4	.0	.2	.3	1.0
Total		14.0	62.0	7.0	27.0	45.0	155.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	82.854 ^a	16	.000
Likelihood Ratio	71.099	16	.000
Linear-by-Linear Association	26.890	1	.000
N of Valid Cases	155		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .05.

Interpretation: Since the p-value is less than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is a significant difference between the work experience and salary at one time and the factor that influence the reason for attrition.

Work experience * Incentives

(HO) Null hypothesis: There is no significance difference between work experience and incentives at one time and factor that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between work experience and incentives at one time and factor that influence the reason for attrition.

Crosstab

Expected Count

		Incentives					Total
		1.00	2.00	3.00	4.00	5.00	
Work experience	1.00	4.3	27.7	3.5	14.7	16.9	67.0
	2.00	3.7	23.5	2.9	12.5	14.3	57.0
	3.00	1.5	9.5	1.2	5.0	5.8	23.0
	4.00	.5	2.9	.4	1.5	1.8	7.0
	5.00	.1	.4	.1	.2	.3	1.0
Total		10.0	64.0	8.0	34.0	39.0	155.0

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .05.

Expected Count

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	68.065 ^a	16	.000
Likelihood Ratio	69.375	16	.000
Linear-by-Linear Association	24.018	1	.000
N of Valid Cases	155		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .09.

Interpretation: Since the p-value is less than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is a significant difference between the work experience and incentives at one time and the factor that influence the reasons for attrition.

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Gather information when the employees leave the organization by conducting an exit interview to perceive why the **MAJOR FINDINGS**

- ❖ The majority of the responders are **20 to 30 age group**.
- ❖ The majority of the responders are **male** with **68.39%**.
- ❖ The majority of the responders are **married** which is **75.48%**.
- ❖ The majority of the responders are **12th standard** with education followed by **10th standard with 40 and 25.81%** respectively.
- ❖ The majority of the responders are less than **6 years' experience** 83 individuals which is **53.33%**.
- ❖ The majority of the responders are less than **3 years' experience** 67 individuals which is **47.33%**.
- ❖ The majority of the responders are **packaging department 70** which is **45.16%**.
- ❖ Workload influence which is **69** individuals responded and **44.52%** is the majority high number.
- ❖ Incentive with disagreed response of **64** which is **41.29%** is the high value.

5.2 SUGGESTIONS

- ❖ Organization should have pro-active retention strategies to retain the employees.
- ❖ Providing opportunities for learning by constantly upgrading the skills of employees.
- ❖ The organization can look provide excellent technologies and tools to reduce stress thereby decreasing the level of attrition.
- ❖ Enhancing training programs to develop their skills and knowledge.

- ❖ Managing the expectation of the employees is the key to retain them. The organization can enhance.
- ❖ the reward and recognition programs for employees to portray their valuable support and contribution.
- ❖ Setting up feedback mechanism can help in perceiving the expectations of the
- ❖ employee which in return can be used to fulfil the needs of the employee.
- ❖ The organization should focus on employee satisfaction from time to time to develop strategies to retain them.

5.3 employees is leaving the organization.

- ❖ This can help in developing strategies to retain other employees.
- ❖ Engaging employees over and beyond their day by day job and ensure that their insecurities and vulnerabilities are addressed appropriately.

5.4 CONCLUSION

- ❖ From the research, we have identified the reason and expectation of the employee.
- ❖ Organizations need to build their own motivation system like reward and recognition program based on employee's perspective to retain them for a long tenure.
- ❖ Employees need manageable work load and stress from superiors and management, and opportunities for growth and innovation.
- ❖ Good income and benefits will retain employees for a long period of time. Training programs can be conducted to increase the skill development of employees that lead to promotion and employee engagement.
- ❖ Organizations can reduce the employee attrition to some extent but cannot eradicate completely due to employees' individual needs.

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QUESTIONNAIRE

A Study On Employee Attrition in Keshav Exports With Existing Employees Perspectives.

1.) NAME OF THE RESPONDER

2.) AGE

a.) 20 to 30 years b.) 30 to 40 years c.) 40 to 50 years

3.) GENDER

a.) male b.) female

4.) MARITAL STATUS

a.) married b.) unmarried

5.) EDUCATIONAL QUALIFICATION

a.) 10th b.) 12th c.) diploma d.) under graduate.

6.) Total number of years working in this logistics / export industry

a.) 3 to 6 years b.) 6 to 9 years c.) 9 to 12 years d.) 12 to 15 years.

7.) Number of years working with Keshav exports

a.) 1 to 3 years b.) 3 to 6 years c.) 6 to 9 years d.) 9 to 12 years.

8.) To which department to which you belong to

a.) Packaging department b.) Distribution department c.) communication department d.) Technical department.

9.) IMPACT OF JOB-RELATED FACTORS ON EMPLOYEE ATTRITION

	Strongl y agree	agre e	Neutr al	disagre e	Strongl y disagre e
Working hours					
Work load					
Company policies and procedure					
Transparenc y in work					
Distributio n of work load					
Recognitio n at workplace					

10.) IMPACTS OF MONETARY AND NON - MONETARY BENEFITS RELATED FACTORS ON EMPLOYEE ATTRITION

	Strongl y agree	agre e	neutra l	disagre e	Strongl y disagre e
Salary					
Extra benefits					
Incentives					
Insurance benefits					
On time promotion					
Bonus and allowance s					

11.) IMPACT ON PEER RELATIONSHIP RELATED FACTORS ON EMPLOYEE ATTRITION

	Strongly agree	agree	neutral	disagree	Strongly disagree
I feel a kind of belongingness to my organization					
I like my superior and follow his orders					
My superior is very friendly and involves in decision making in the process					
I enjoy to work with my team					
My team member recognizes my abilities and appreciate					
My supervisor appreciates me if perform well					
My colleagues support me in my job					
My organisation has a very friendly environment					

12.) IMPACT ON INFRASTRUCTURE RELATED FACTORS ON EMPLOYEE ATTRITION

	Strongly agree	agree	neutral	disagree	Strongly disagree
Canteen and Cafeteria facilities					
Secured with CCTV surveillances					
Clean and sanitised restrooms					
Proper air ventilations					
Safety measures to avoid accidents					
Availability of first aid kits					
Comfortable working place					

13.) DO YOU AGREE THAT GENDER EQUALITY IS MAINTAINED IN YOUR ORGANISATION

	Strongly disagree	disagree	neutral	Strongly agree
Equal recognitional types of genders				
Equal pay for both men and women				

Recognition to both the genders				
supportive policies to protect the weaker segment				

14.) According to you what can be the major reasons for people leaving job in your company

	Strongly agree	agree	Strongly disagree	disagree
Improper salary methods				
Lack of incentives for extra work				
Lack of infrastructure in the company				
Personal issues				
Politics among the workmen				
Poor peer relationship				
Lack of encouragement and support from the employer				

15.) Give your comments to improve the job