

**A STUDY ON THE CAUSES FOR ATTRITION IN TEKNOTURF PVT
LTD,COIMBATORE**

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A PROJECT REPORT

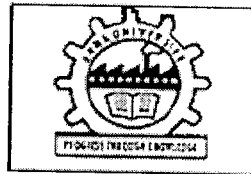
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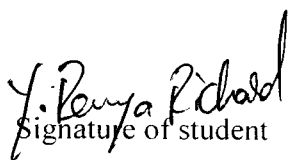
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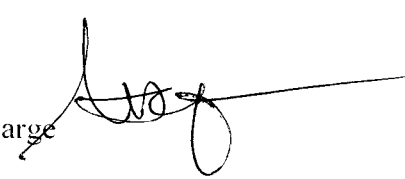
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We found her to be dedicated in her work and code of conduct is good. We wish her success in all her future endeavours.



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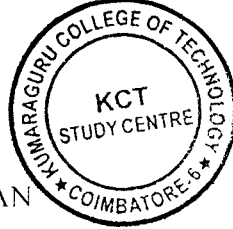
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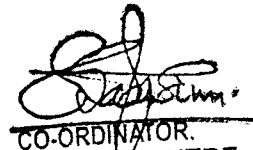
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ABSTRACT

The project work titled **“A STUDY ON THE CAUSES FOR ATTRITION IN TEKNOTURF PVT LTD”**.

Teknoturf’s training solutions include Technology & Product Training, Training for Entry Level Associates, Curriculum Design, Content Development, Career Education and providing Training Infrastructure. Teknoturf’s commitment to IBM technologies has helped it win multiple IBM BP awards during the last 10 years.

The study is conducted to identify the causes for attrition at TEKNOTURF Pvt Limited at Coimbatore. The secondary objective of the project includes:

1. Find the reasons for employee turnover
2. Understand the employee’s perception regarding the retention policy
3. Find the employee satisfaction level in TEKNOTURF Pvt Limited.
4. To evaluate the existing retention policies in TEKNOTURF Pvt Limited.

The study may give clear insight on the Relationship level of employees and the employers in the Organization. A well Structured Questionnaire will be prepared to collect data from the employees of the precision engineering section.

The statistical tool like Percentage Method, Correlation and Frequency Distribution method are used in the study. BAR and PIE chart are used to analyze the data and to give suggestion for the study.

Research plan:

Data sources : Primary and secondary data.

Research approach : Survey Method.

Research instrument : Questionnaire.

Contact method : Direct Method.

The findings may give the effectiveness on the retention action of human resource at the company.

The suggestions may be given by the study are a proper relationship between top and bottom level employees and a proper counseling, motivation and providing them the right compensation and welfare measures.

The project is concluded by giving good information which is helpful for the company to increase the retention of human resource in the future and have a good relationship with the employees.

ACKNOWLEDGEMENT

I express my sincere gratitude to our beloved **DIRECTOR, CENTRE FOR DISTANCE EDUCATION**, Anna University-Chennai and **Dr.S.SADASIVAM**, Coordinator, KCT Study Centre, Coimbatore.

Great honor and indebt gratitude to the Counselor **Mr.A.SENTHIL KUMAR**, Counselor-MBA Program, KCT Study Centre, Coimbatore. I wish to express our sincere thanks to **PROF.DR.S.V.DEVANATHAN**, Project in-charge, and other members of **PROJECT MONITORING COMMITTEE**, KCT Study Centre, Coimbatore and my inspiring guide **PROF.V.S.ELAMURUGAN** - MBA, who have taken great interest in helping me on and often in the successful pursuit of my project.

I express my sincere thanks to **Ms.VANITHA RAGHAVAN**, Manager – Education & Training, Teknoturf, for granting permission to do my project work and also guide me to complete my project successfully.

Above all, I thank almighty God and my family for giving me the grace and constant support in successfully completing this project to the best of my ability.


RAMYA RICHARD.Y

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CHAPTER 1 – INTRODUCTION

1.1 BACK GROUND OF THE STUDY

1.1.1 INTRODUCTION

✿ In the recent decades the Indian industry has changed its outlook. The employment scene has changed its appearance. The factors like skill sets, job satisfaction drive the employment and not just the money. The employer hence faces the heat of continuous employee turnover. Continuous efforts are made by organisations to control the employee turnover rate as it directly affects the performance of the organisation as many key persons leave the organisations for various reasons at crucial points. This turnover is normally known as ATTRITION.

Attrition is a growing concern for many the firms across various sectors in different corners of the world but today the pain is felt more in India. This bruise gets highlighted more in an Indian context because of the growing gap between the growing economy and the engines which are partners in this ride to deliver. Because of employee attrition few initiatives are put on the back burner. The HR managers are having a tough time locating a suitable replacement with required experience and ability, to fill up the vacancies created on account of exit of key employees.

Normally , Employees would love their jobs. work hard for their employers, get paid well for their work, have ample chances for the advancement, and the flexible schedules so that they could attend to personal or family needs.

But then still in reality, Employees tend to leave, either because they get better opportunities with more money, want a change or because their spouse gets a dream job in another state. This situation leads to employee attrition. This forces the employees to face certain cost like turnover cost , training cost etc...

1.1.2 IMPACT OF ATTRITION

1.1.2.1 Direct impact:

A high attrition indicates the failure on the company's ability to set effective HR priorities. Clients and business get affected and the company's internal strengths and weaknesses get highlighted. New hires need to be constantly added, further costs in training them, getting them aligned to the company culture, etc.

1.1.2.2 Indirect impact:

Problem for the company is attracting potential employees. Typically, high attrition also leads to a chronic or systemic cycle—attrition brings decreased productivity, persons leave causing others to work harder and this contributes to more attrition. All this has a significant impact on the company's strength in managing their business in a competitive environment.

Productivity and profitability are both impacted, either negatively and positively, according to the type of attrition. The cost of hiring is sometimes not less than two to three times the salary of the employee.

The impact on work progress is tremendous, particularly if a project is underway and one of the key persons leaves. “It decreases organizational efficiency, and a lot depends on how it is able to cover the setback.”

Organizations should execute top retention policies in the right context and consistency. They should be more employee-centered and look for further ways to “bond” employees to their companies. “Company performance is optimally aligned to the skills of its employees . High attrition implies that certain necessary skills are vulnerable or are not present due to employees being lost. It results in lower levels of business performance. If the skills are constantly not available, the situation gets compounded into a crisis with key projects, revenues, etc., getting affected. Business is then reduced to just managing crisis.”

1.2 COMPANY PROFILE

Founded in 1997, Teknoturf has grown into a highly reputed organization in the software training and consulting space. At Teknoturf the emphasis has always been on the long term value of a relationship rather than the temporal value of a transaction.

Technical excellence, commitment, ethics and value for people are the pillars on which the organization is built. These are embedded values in all that is done at Teknoturf.

Teknoturf’s deep engagement with some of the world’s leading IT companies, best known for their business excellence, has helped it nourish its value system.

Teknoturf's consultants and trainers are rated very highly by its customers and offer unmatched value by providing innovative solutions that best fit the customers' needs. Their passion, commitment to excellence and belongingness are the moving spirit behind Teknoturf's successful climb.

Teknoturf has diversified into the ERP and Business Intelligence consulting / training space through its group companies Atna Technologies and Peopleturf. The group has its presence in Bangalore, Chennai and Coimbatore.

1.2.1 DEVELOPMENT PROCESS

1.2.1.1 Training Profile

Teknoturf Info Services Pvt Limited (also referred as TISL) provides a wide range of software development and consulting solutions that maximize returns from the existing technology thereby reducing costs. Teknoturf also design, develop, implement and support software solutions that help our clients achieve their business goals.

The technical team at Teknoturf has the expertise for software development, implementation and maintenance life cycle, apart from the industry acknowledged technical capabilities on IBM technologies. Teknoturf's commitment to quality and business values, combined with its ability to design and develop software, incorporates all the best practices, which has made it the most preferred partner for its customers.

1.2.1.2 Consulting

Currently Teknoturf offers the following consulting services:

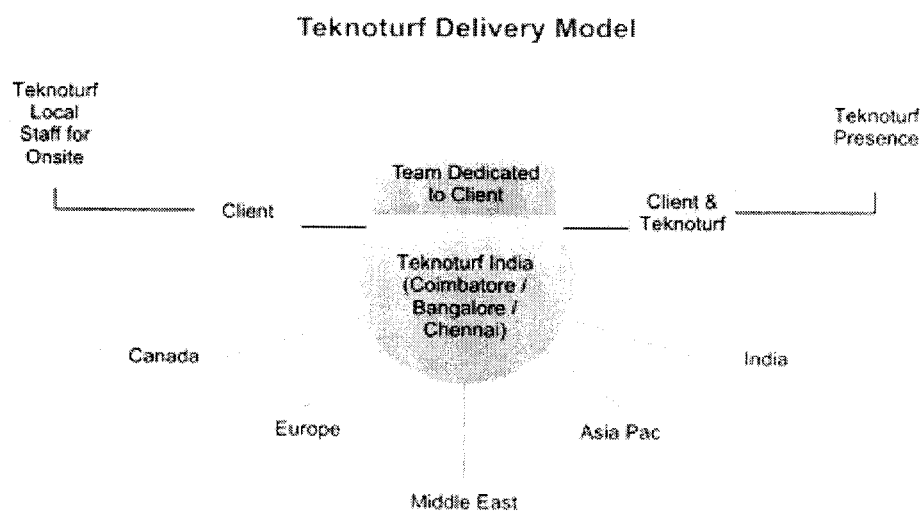
- Infrastructure Setup and Support
- Application Design and Development using the following IBM Technologies:
 - WebSphere Message Broker
 - WebSphere Process Server
 - WebSphere MQ
 - WebSphere Application Server
 - WebSphere Commerce Server
 - WebSphere Process Server
 - WebSphere Portal Server
 - WebSphere Fabric Server
 - DB2
 - Informix

1.2.1.3 Software Development

The development of software in-house, requires time, skilled manpower, expensive software and equipment, as it is a highly technical job. Currently Teknoturf offers the following types of software development services:

- Custom Software Development
- Offshore Software Development

1.2.1.4 Delivery Model



Clients all over the world are benefitted from the Teknoturf Delivery Model as it ensures a high return-on-investment with a dedicated team focused entirely on the client's projects. Whatever the project be, the Teknoturf team ensures swift and effective delivery.

The delivery team could be located either at the client's place and/or at the state-of-the-art Teknoturf Development Centers in Bangalore, Coimbatore or Chennai. A team of well-trained and experienced professionals from Teknoturf would continuously serve as an interface with the clients to map requirements and assess the output. A regular and effective reporting system ensures that the work- in-progress is perfectly aligned to the client's requirements on a real time basis.

1.2.1.5 Domain Expertise

Airways - Teknoturf has worked with airline majors in the Middle East. The areas include building and setting integration platform, integration, mediation, auditing and monitoring.

Banking - Teknoturf has been working with major banks in the Middle East.

Telecom - Teknoturf has worked with major telecom companies across the Middle East and the Asia Pacific. The areas include integration and mediation.

1.2.2 PARTNERS



Teknoturf has been an IBM Business Partner ever since its inception in 1997. The partnership which started of with career education has now extended to corporate trainings and consulting on IBM's products.

1.2.3 CLIENTS

Teknoturf instructors have imparted training/consultations in Austria, Bangladesh, China, India, Japan, Kuwait, Malaysia, Philippines, Qatar, Singapore, South Africa, Spain, Sri Lanka and UAE.

Teknoturf has trained professionals from Wipro, Tata Consultancy Services, IBM, Sapient, Verizon, Infosys, Cognizant, Cap Gemini Ernst & Young, Satyam, Siemens, Accenture, Amex, HCL Perot, CSC, VMoksha, Tata Infotech, Standard Chartered, Delloite Consulting, ITC Infotech, Virtusa, US Software, Honeywell Technology Solutions, CITIBANK, Philips Software, Reliance Infotech, Hindustan Lever, World Bank, Standard Chartered, HP, TCG iVEGA, Max New York Life Insurance, P&O Nedlloyd, A.T.Kearney, Integral India, ebusinessware, CRIS, Lehman Brothers, Esquire Systems, ABB, IFFCO-TOKIO, ANZ, ABN Amro, Innova Technologies, AIG, Scope International, Induslogic, VSNL, Fidelity, Infotech Software, Travelex, Oracle, Symphony, iFlex, CGI, NIIT, TechSpan, Barry Weimheler, Ikea, HSBC, Adobe, Suntec, JP Morgan, Hexaware, Deutsche Bank, STCT, Hewitt, Morgan Stanley, Valtech and other companies.

1.3NEED FOR THE STUDY

TEKNOTURF is a leading training and consultancy company .It is highly competitive and has high employee mobility. Retaining the employees is the major strategic issue for IT companies. At present TEKNOTURF has a retention policy, which is primarily guided, by having a written bond to prevent employees from leaving the organization. But TEKNOTURF feels that this will have an adverse impact on organization commitment, motivation and morale of the company and there is likelihood

that the employees will leave once the bond expires. To address this issue TEKNOTURF has given this project.

1.4 SCOPE OF THE STUDY

The scope of project includes the following activities under its purview:

1. Analyzing the current status of employee turnover
2. Understanding the employees perception regarding the retention policy

1.5 OBJECTIVES

1.5.1 Primary Objective

To identify the causes for attrition at TEKNOTURF Pvt Limited at Coimbatore

1.5.2. Secondary Objective

The secondary objective of the project includes:

1. Find the reasons for employee turnover
2. Understand the employee's perception regarding the retention policy
3. Find the employee satisfaction level in TEKNOTURF Pvt Limited.
4. To evaluate the existing retention policies in TEKNOTURF Pvt Limited.

CHAPTER 2 - LITERATURE SURVEY

2.1 REVIEW OF LITERATURE

2.1.1 TRUTHS ABOUT EMPLOYEE TURNOVER:

It is difficult to accept when organizations say they have zero attrition rates. Companies may have healthier turnover rates, however, there is no such thing as zero attrition. There are other such facts about turnover, about which most of us are not aware. Some of such facts have been highlighted below:

2.1.1.1 Turnover always happens:

Companies who believe in zero attrition rates only fool themselves. This happens because employees keep on moving due to reasons like marriage or further education. Nothing can top these employees from moving on. So, rather than achieving zero attrition companies should focus on identifying whom they want to keep so that they have healthy attrition rate.

2.1.1.2 Some Turnover is Desirable:

Zero attrition is not desirable mainly because of two reasons. Firstly, if all employees continue to stay in the same organization, most of them will be at the top of their pay scale which will result in excessive manpower costs. Secondly, new employees

bring new ideas, approaches, abilities & attitudes which can keep the organization from becoming stagnant.

2.1.1.3 Turnover includes costs:

Turnover always includes some costs. Consider the costs of replacing the key employee who falls in to the category of high performers. This includes the costs of recruitment advertisement, referral bonuses, selection testing, training costs, etc. Moreover, turnover results in loss of time and efforts, low productivity, loss of morale, loss of knowledge and so on.

2.1.1.4 High salary doesn't work:

Most managers assume that a high salary package is enough to keep employees loyal to their organization. Employees may face other problems like low job satisfaction, low engagement levels, no recognition, poor working conditions, less support from superiors and so on. Salaries are not always the solution to attrition. Managers should try to identify the roots of the problem and then find a feasible solution.

2.1.1.5 The manager can reduce attrition:

Managers should take primary responsibility for retaining their employees. Much of the employee's perception of job satisfaction stems from the relationship they share with their immediate supervisor. Managers should try to support their subordinates and give proper feedback on performance. HR managers should work in collaboration to make the key employees last in their organization.

2.1.1.6 Reducing Turnover takes Commitment:

Reducing turnover takes an investment in coaching, developing, motivating, mentoring & listening to people. There should be universal acceptance of the goal of reducing turnover along with top management commitment and dedication.

2.1.2 The STAR™ (System for Talent Attraction and Retention) carried a reasearch on the following issues

- 1) Reasons for Early Attrition (Leave within the first 9 months). It focuses on the psychographics, demographics and sociological factors impacting a candidate/employee decision to stay or leave.
- 2) Understanding if there are their simple variables like gender, age, number of previous jobs that can be a good predictor of attrition risk

The research identified 3 individual dimensions and 8 organizational factors based on 66 items and utilizes cross disciplinary approach to model their influence on a prospective employee's decision to get interested, select, stay or leave a company.

2.1.2.1 KEY FINDINGS:

- 1) **Attrition is not a personality or behavioral trait or demographically ordained.**

At an aggregate level there is **insignificant** difference between respondents that have had one employer in five years vs. two or more employers in two years in what they value (motivators) when deciding to join, stay or leave an employer.

- 2) **Different strokes for different folks**

Candidates and employees have multidimensional sociological and psychographic needs and can be clustered into distinct segments/clusters (discussed later in the report). These segments can be effectively used to match their needs with employers ability to meet them to reduce attrition. These clusters are not distinguishable by a *single* demographic characteristic like age, gender, marital status and region.

3) Demographics are poor predictors of preferences.

Statistically there is no significant difference in what people value when selecting a company based on their age, gender, region.

4) Work force is less mercenary than employers believe they are.

Only 9% of the respondents rate salary as the only motivator/factor selecting or deciding to stay or leave an employer.

5) More people are career driven than greedy

67% of the people rate career advancement issues more important than salary related factors when selecting or deciding to stay or leave an employer.

6) Most people prioritize career related issues over family oriented issues

While people often use family oriented reasons as a “convenient” explanation for their departure, only 15% rate family oriented issues as important reason to select, stay or leave a company.

7) Reasons why people select or leave a company are similar but different from why they stay in a company.

Most common factors to select or leave a company are career growth and pay related while most common motivator to stay are relationships and recognition oriented.

2.1.3 MR. HARI NAIR, Assistant Vice President – Human Resources at Sona Koyo Steering Systems Ltd, Gurgaon Suggested Retention Tools for curbing attrition after a detailed research.

1. Offer compensation – attractive and competitive
2. Benefits need to be quantified and qualitative
3. Train your front-line, managers and administrators
4. Roles and responsibilities needs to be dovetailed
5. Enhancement, advancement and progression opportunities
6. Offer retention bonus
7. Retention strategies implementation needs to have a process owner
8. Go in for employee engagement practice
9. Teamwork and cross functional teams
10. Paperless organization
11. Fun is must
12. Mission statement for each functional area
13. Assignments for job enrichment
14. Transparency in communication
15. Encourage higher learning
16. Flexibility and pragmatism
17. Develop an effective induction program
18. Workplace ambience
19. Never, never, ever threaten an employee's job or income
20. Value your employees

2.1.4 REED CONSULTING conducted a primary research survey to help UK organisations gain a greater understanding of the complex business issues raised by staff attrition. This report presents the survey findings, and one of our principal consultants provides insight into the practical steps to managing the challenges faced. We hope that this report will support HR professionals and other business leaders to improve staff retention within their organisations. Often of greater importance however is the loss to the organisation of key skills, knowledge and business relationships when employees leave. In the current climate of low unemployment (at its lowest level since 19812), and skills shortages, retaining existing employees has become a key business issue. This report seeks to utilise primary research in order to offer a greater understanding of the complex issues raised by staff attrition. Specific aims were to:

- 1) Identify trends in leavers' behaviour and the reasons employees change jobs/organisations
- 2) Identify the employers' perspective on employees' reasons for leaving

2.1.5 TCS HANDLING ATTRITION - S Padmanabhan, executive VP and head (global HR), TCS, tells Nuzhat Aziz what makes the company one of the best employers in the IT industry.

As an employer of choice in the IT industry and winner of several best employer awards, TCS continues to have the lowest attrition rate in the industry — 10.8 per cent — as against the industry attrition average of about 15 per cent. Through a combination of performance, career and aspiration management, TCS is able to offer young professionals an unparalleled experience at the forefront of the global technology industry.

TCS add-ons include subsidised canteen facilities, health insurance for self and family. Many of our TCS branches also offer recreation facilities. TCS has also extended the benefits of its Adoption Leave Policy to male associates. This means that associates of both genders are eligible to three months paid leave after they adopt a child. TCS also has other add-ons such as sabbaticals, joining spouse overseas, part-time or work from home facility, holiday homes across the country and welfare trust facilitation for higher education.

The key is the digitised self-service environment created for the employees, coupled with mature digital processes that cater to the requirements of different HR functions such as recruitment, management of allocation, talent management, development, competency management among others. Besides offering employees well designed career growth paths through competency development programmes, TCS also participates in several surveys to identify essentials for a better workplace.

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 TYPE OF PROJECT

This study is SURVEY type in nature. A study on the causes for Attrition in TEKNOTURF Pvt Ltd Coimbatore, identifies the major factors for that cause attrition at Teknoturf pvt limited at Coimbatore. Analyzing the current status of employee turnover and Understanding the employees perception regarding the retention policy

3.2 TARGET RESPONDENTS

The target respondents are the employees of the organization. The employee's perception is the important aspect of attrition. Questionnaire has been designed and the responses from the employees are obtained and analyzed.

3.3 ASSUMPTIONS, CONSTRAINTS AND LIMITATIONS

The findings and suggestions cannot be generalized for all the processes in TEKNOTURF for the below reason:

- As the study is limited only to the agents of the Training Department at TEKNOTURF Pvt Limited, Coimbatore, the findings cannot be extrapolated to other areas.
- The study may not reveal real facts, since it has conducted with small sample size rather than exhaustive survey.
- The respondents (samples) were chosen based systematic random sampling.
- The staff might not disclose all the details as they may be afraid of their superiors.

3.4 SAMPLING METHODS

The sampling design used for this study is systematic random sampling. The systematic sampling involves drawing every n^{th} element in the population starting with a randomly chosen number from 1 to n . The sampling size calculated is 250.

3.5 DATA PROCESSING

Primary data collected through Questionnaires will be used to carry out this research project. Secondary data collected through magazines, journals, service rules and regulation annual reports etc will be utilized for research to carry out the project report. These processed data would be analyzed using the tools mentioned below.

3.6 TOOLS FOR ANALYSIS

Processed data will be analyzed and interpreted using appropriate tools like Percentage Analysis, frequency distribution, correlation and Chi Square test.

SPSS is used for analyzing the data collected. The study uses percentage analysis, correlation and chi-square test to find out the effectiveness of causes for attrition in TEKNOTURF pvt ltd coimbatore.

3.6.1 Percentage Analysis

Percentage refers to special kind of ratio; percentages are used for making comparison between two or more series of data. Percentages are used to describe

relationships and are used to compare the relative terms which are distributed into two or more series of data.

Formula

$$\text{Percentage} = \frac{\text{Number of respondents for each response}}{\text{Total number of respondents}} * 100$$

3.6.2 Chi Square Test

Chi-Square test is one of the simplest and widely used non-parametric tests in statistical work. The quantity of chi-square describes the magnitude of discrepancy between theory and observations. It enables us to conclude whether more than two population proportions can be equal or not. If we classify a proportion into several categories with respect to two attributes, then they are independent of each other or not.

Formula

$$X^2 = \sum n \frac{(O_i - E_i)^2}{E_i^2}$$

With Degree of freedom= (n-1) or (r-1) (c-1)

“O_i” refers to the observed frequencies.

“E_i” refers to the expected frequencies.

3.6.3 Frequency Distribution:

A numerical tabulation in which the different observed values of a variable, or the different outcomes of an event, are grouped into classes, and the frequencies for each of these classes are given.

3.6.4 Correlation Test:

Correlation analysis is a family of statistical tests to determine mathematically whether there are trends or relationships between two or more sets of data from the same list of items or individuals .

Degree of correlation

- **Perfect correlation:** When the correlation coefficient is 1, then it is called perfect correlation.
- **High degree of correlation:** When the correlation coefficient range is above 0.70, it is called high degree of correlation.
- **Moderate correlation:** When the correlation coefficient range is between 0.30 to 0.70, it is called in moderate degree of correlation.
- **Low degree of correlation:** When the correlation coefficient range is between 0.0 to 0.30, it is called low degree of correlation.
- **Absence of correlation:** When the correlation coefficient is 0, it shows that there is no correlation.

CHAPTER 4 -DATA ANALYSIS AND INTERPRETATION

4.1 PROPOSED ANALYSIS AND INTERPRETATION METHODOLOGIES

All that have been presented in this chapter are descriptive and analytical analysis. In this analysis, at the first step, there is condition of sample about their work experience, age, gender and also their opinion regarding the retention policies in the organization. Then frequency distribution of each option has been explained.

4.2 CALCULATIONS AND DIAGRAMMATIC REPRESENTATION

4.2.1CORRELATION ANALYSIS

Table 4.1: Reasons For Joining Teknoturf Pvt Ltd

S.No	Variables	Correlation coefficient	Comment
1	Unemployed and needed a job – Fringe benefits	-.202	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.
2	Unemployed and needed a job – Reputation as a good place to work	-.385	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.

3	Unemployed and needed a job – career advancement	-.429	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.
4	Unemployed and needed a job – Advertisement	-.202	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.
5	Unemployed and needed a job – Salary advancement	-.262	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.
6	Unemployed and needed a job – temporary / stop gap option	-.184	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.
7	Referred by friend – career advancement	-.307	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.
8	Referred by friend – Advertisement	-.251	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.

9	Referred by friend – salary advancement	-.305	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.
10	Career advancement – temporary / stop gap option	-.308	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.
11	Fringe benefits – Salary advancement	-.434	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.
12	Reputation as a good place to work – unemployed and needed a job	-.385	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.
13	Reputation as a good place to work – Career advancement	.230	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are positively correlated • Low degree of correlation.
14	Reputation as a good place to work – Advertisement	-.277	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.

15	Reputation as a good place to work– temporary / stop gap option	-.292	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.
16	Career advancement – Reputation as a good place to work	.230	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are positively correlated • Low degree of correlation.
17	Career advancement – Salary advancement	.190	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are positively correlated • Low degree of correlation.
18	Advertisement – Reputation as a good place to work	-.277	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Low degree of correlation.
19	Temporary / stop gap option – Referred by a friend	-.308	<ul style="list-style-type: none"> • Correlation is significant at 99% confidence limit • The variables are negatively correlated • Moderate correlation.

4.2.2 MULTIPLE RESPONSE ANALYSIS

4.2.2.1: What causes dissatisfaction at work?

Table 4.2: Causes for dissatisfaction at work

Dichotomy label	Count	Responses	Cases
Lack of group cohesiveness	80	10.7	32.0
Lack of Advancement opportunities	111	14.8	44.4
Lack of career development	121	16.2	48.4
Lack of job satisfaction	122	16.3	48.8
Lack of defined benefit plan	58	7.8	23.2
Lack of good compensation	105	14.0	42.0
Lack of good working environment	29	3.9	11.6
Lack of good food	41	5.5	16.4
Lack of good transport facilities	20	2.7	8.0
Management style of your superiors	61	8.2	24.4
	-----	-----	-----
Total responses	748	100.0	299.2

Inference:

The following have been ranked as the main causes for dissatisfaction at work

- Lack of job satisfaction 16.3 %
- Lack of career development 16.2 %
- Lack of Advancement opportunities 14.8 %
- Lack of good compensation 14.0 %

4.2.2.2: What are the reasons for you to stay at your present job?

Table 4.3: Reasons for staying in the present job

Dichotomy label	Count	Responses	Cases
Group Cohesiveness	124	16.9	49.6
Advancement opportunities	80	10.9	32.0
Career development	90	12.3	36.0
Defined benefit plan	37	5.1	14.8
Job satisfaction	99	13.5	39.6
Compensation	103	14.1	41.2
Working Environment	154	21.0	61.6
Management style of your superior	45	6.1	18.0
	-----	-----	-----
Total responses	732	100.0	292.8

Inference:

The following have been ranked as the main reasons to stay in the present job

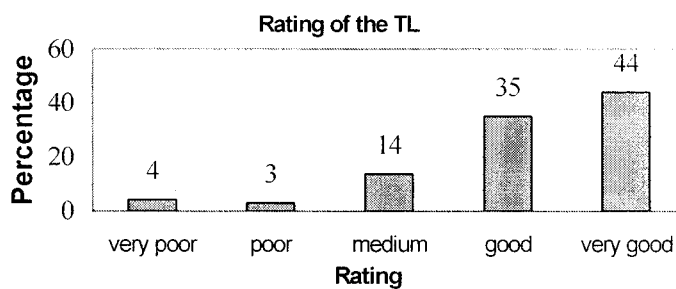
- Working Environment 21 %
- Group Cohesiveness 16.9 %
- Compensation 14.1%
- Job satisfaction 13.5 %

4.2.3 FREQUENCY DISTRIBUTION

4.2.3 .1: RATING OF THE TL

Table 4.4: Frequency table representing the rating of TL by the respective team members

		Frequency	Percent
Valid	Very poor	10	4
	Poor	7	3
	Medium	34	14
	Good	89	35
	Very good	110	44
	Total	250	100



Graph 4.1: Rating of TL by the respective team members

Inference:

44 % of the employees have rated the Team Leader with whom they work as very good.

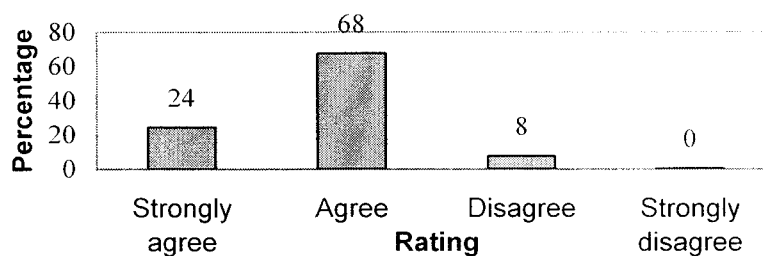
4.2.3 .2: WORKING CONDITIONS

4.2.3 .2.1:PHYSICAL WORKING CONDITION

Table 4.5 : Rating the physical working condition

		Frequency	Percent
Valid	Strongly agree	61	24
	Agree	169	68
	Disagree	19	8
	Strongly disagree	1	0
	Total	250	100

Working Conditions - Respondent's Physical Conditions



Graph 4.2 : Rating the physical working condition

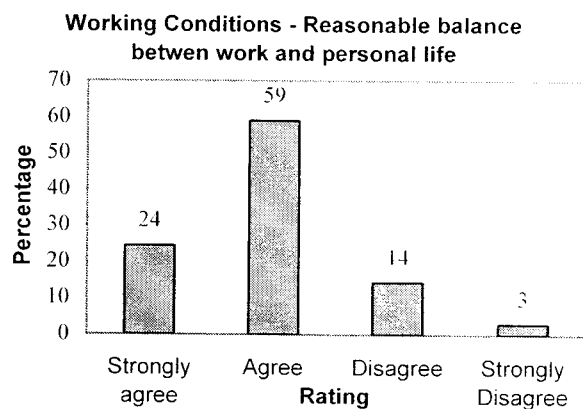
Inference:

1. 68% of the employees agree that their physical conditions are good
2. 8% of the employees disagree that their physical conditions are good

4.2.3 .2.2: WORK AND PERSONAL LIFE

Table 4.6 : Rating the balance between work and personal life

		Frequency	Percent
Valid	Strongly agree	61	24
	Agree	147	59
	Disagree	36	14
	Strongly Disagree	6	3
	Total	250	100



Graph 4.3 : Rating the balance between work and personal life

Inference:

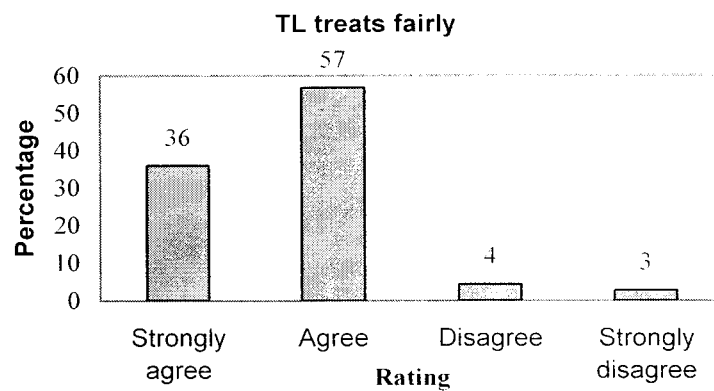
1. 59% of the employees agree to that there is reasonable balance between work and personal life
2. 24% of employees strongly agree while 2.4 % strongly disagree to the fact that there is reasonable balance between work and personal life

4.2.3.3 IMMEDIATE TEAM LEADER

4.2.3.3.1 Team Leader treating the employees fairly

Table 4.7 : Rating of Team Leader for treating the employees fairly

		Frequency	Percent
Valid	Strongly agree	90	36
	Agree	142	57
	Disagree	11	4
	Strongly disagree	7	3
	Total	250	100



Graph 4.4 : Rating of Team Leader for treating the employees fairly

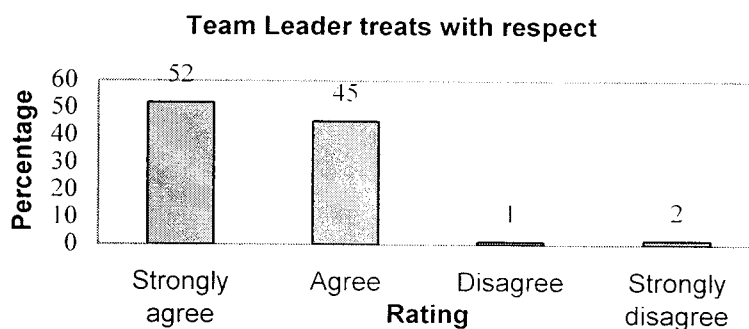
Inference:

1. 57% of the employees agree that the team leader treats them fairly
2. 36% of the employees strongly agree that the Team leader treats them fairly
3. 7% of the employees disagree that the Team leader treats them fairly

4.2.3.3.2 Team Leader treating the employees with respect

Table 4.8: Rating of Team Leader for treating the employees with respect

		Frequency	Percent
Valid	Strongly agree	130	52
	Agree	113	45
	Disagree	3	1
	Strongly disagree	4	2
	Total	250	100



Graph 4.5 : Rating of Team Leader for treating the employees with respect

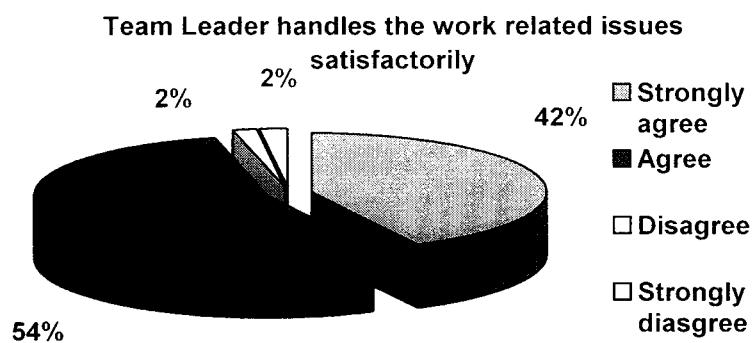
Inference:

1. 45% of the employees agree that the team leader treats them with respect
2. 52 % of the employees strongly agree that the Team leader treats them with respect
3. 2% strongly disagree that the Team leader treats them with respect

4.2.3.3.2 Team Leader ability to handle the employee related issues

Table 4.9 : Rating of Team leaders ability to handle the employee related issues satisfactorily

		Frequency	Percent
Valid	Strongly agree	106	42.4
	Agree	135	54
	Disagree	4	1.6
	Strongly	5	2
	Total	250	100



Graph 4.6 : Rating of Team leaders ability to handle the employee related issues satisfactorily

Inference:

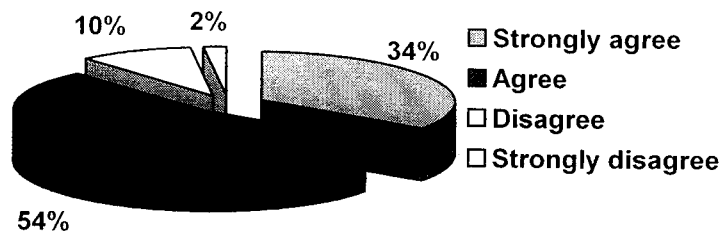
1. 54 % of the employees agree that the team leader handles the work related issues satisfactorily
2. 42 % of the employees strongly agree that the Team leader handles the work related issues satisfactorily

4.2.3.3.2 Team Leaders involving team members in making decisions

Table 4.10 : Team Leaders rating for involving team members in making decisions process

		Frequency	Percent
Valid	Strongly agree	86	34
	Agree	135	54
	Disagree	24	10
	Strongly disagree	5	2
	Total	250	100

Team Leader asks my input to make decisions



Graph 4.7 : Team Leaders rating for involving team members in making decisions process

Inference:

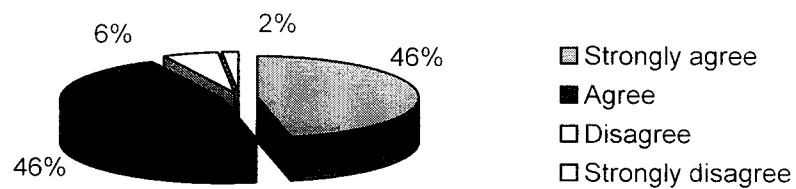
1. 54% of the employees agree that the team leader asks their input
2. 34% of the employees strongly agree that the Team leader asks their input
3. 2% disagree that the Team leader asks their input

4.2.3.3.5: Rating of Team Leader as a effective manager

Table 4.11 Team Leader as a effective manager

		Frequency	Percent
Valid	Strongly agree	117	46
	Agree	115	46
	Disagree	14	6
	Strongly disagree	4	2
	Total	250	100

My Team Leader is an effective manager



Graph 4.8 : Rating of Team leader as an effective manager

Inference:

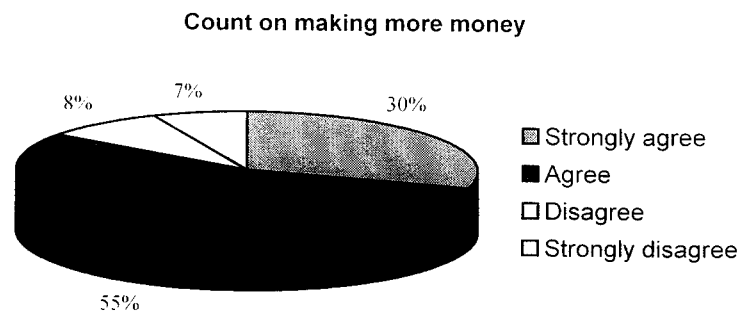
1. 46% of the employees agree that the team leader is an effective manager
2. 46% of the employees strongly agree that their Team leader is an effective manager
3. 2% disagree that the Team leader is an effective manager

4.2.3.4 RECOGNITION AND REWARDS

4.2.3.4.1 : Employee doing good work to make more money

Table 4.12 : Employee rating for doing good work to make more money

		Frequency	Percent
Valid	Strongly agree	74	30
	Agree	138	55
	Disagree	21	8
	Strongly disagree	17	7
	Total	250	100



Graph 4.9 : Employee rating for doing good work to make more money

Inference:

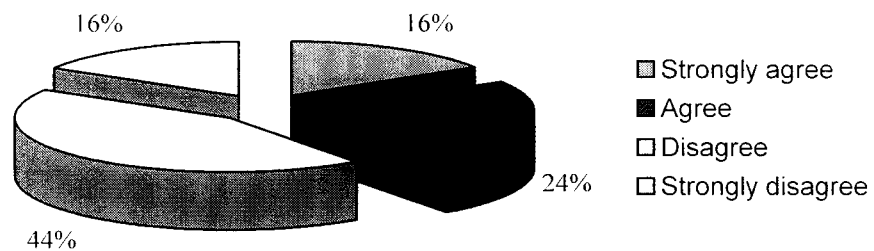
1. 55 % of the employees strongly agree that they do work, counting to make more money
2. 7 % disagree that they do work, counting to make more money

4.2.3.4.2 Employee doing good work to make more money

4.13Table Employee rating for doing good work for promotion

		Frequency	Percent
Valid	Strongly agree	40	16
	Agree	60	24
	Disagree	109	44
	Strongly disagree	41	16
	Total	250	100

Count on promotion



Graph 4.10 : Employee rating for doing good work for promotion

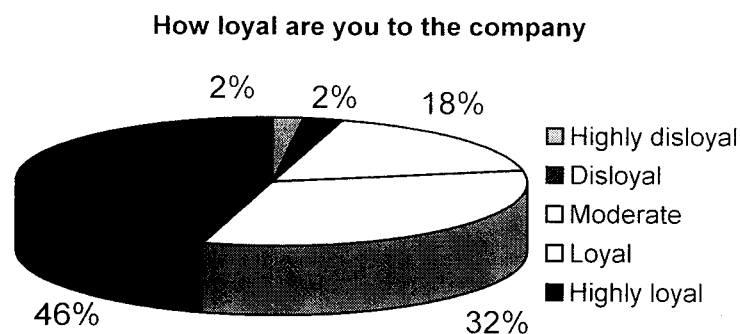
Inference:

1. 44% of the employees disagree that they do work for promotion
2. 16% of the employees strongly agree that they do work for promotion
3. 16% disagree that they do work for promotion

4.2.3.5 ON A SCALE OF 1 (LOWEST) TO 5 (HIGHEST), HOW LOYAL ARE YOU TO COMPANY?

Table 4.14 : Loyalty of the employees to the company

		Frequency	Percent
Valid	Highly disloyal	5	2
	Disloyal	6	2
	Moderate	44	18
	Loyal	81	32
	Highly loyal	114	46
	Total	250	100



Graph 4.11: Loyalty of the employees to the company

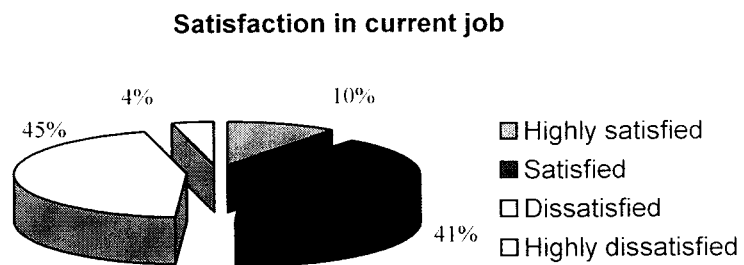
Inference:

1. 46% of the employees are highly loyal to their company
2. 2% of the employees are disloyal while another 2 % are highly disloyal to the company

4.2.3.6 DO YOU FEEL SATISFIED IN YOUR CURRENT JOB?

Table 4.15 : Satisfactory level of the employees

		Frequency	Percent
Valid	Highly satisfied	26	10
	Satisfied	102	41
	Dissatisfied	112	45
	Highly dissatisfied	10	4
	Total	250	100



Graph 4.12: Satisfactory level of the employees

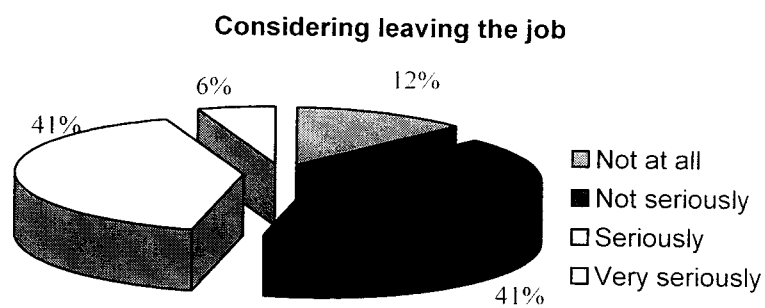
Inference:

- 45% of the employees are dissatisfied with the current job
- 41% of the employees are satisfied with the current job
- 10% are highly satisfied with the current job

4.2.3.7 ARE YOU CONSIDERING LEAVING YOUR JOB FOR ANOTHER?

Table 4.16 : Frequency table showing the seriousness of employees in leaving the present Job for another

		Frequency	Percent
Valid	Not at all	31	12
	Not seriously	103	41
	Seriously	102	41
	Very seriously	14	6
	Total	250	100



Graph 4.13 : Graph showing the seriousness of employees in leaving the present Job for another

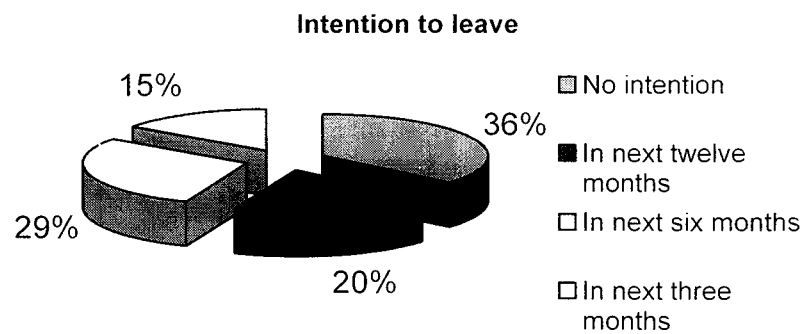
Inference:

1. 41% of the employees are seriously considering leaving the job
2. 12% don't have any such intention

4.2.3.8 INTENTION TO LEAVE

Table 4.17 : Frequency table showing the employees intention to leave the company

		Frequency	Percent
Valid	No intention	90	36
	In next twelve months	50	20
	In next six months	72	29
	In next three months	38	15
	Total	250	100



Graph 4.14 : Frequency table showing the employees intention to leave the company

Inference:

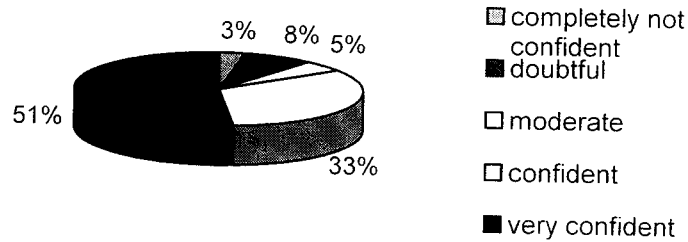
1. 36% of the employees have no intention to leave the job
2. 15% of the employees have an intention to leave the job in next 3 months
3. 29% of the employees have an intention to leave the job in next 6 months

4.2.3.9 ON A SCALE OF 1 (LOWEST) TO 5 (HIGHEST), HOW CONFIDENT ARE YOU THAT YOU CAN FIND A BETTER JOB SOMEWHERE ELSE?

Table 4.18 : Confidence level of the employees in finding a better job somewhere else

		Frequency	Percent
Valid	Completely not confident	7	3
	Doubtful	19	8
	Moderate	12	5
	Confident	84	33
	Very confident	128	51
	Total	250	100

Confidence of finding a job somewhere else



Graph 4.15 : Confidence level of the employees in finding a better job somewhere else

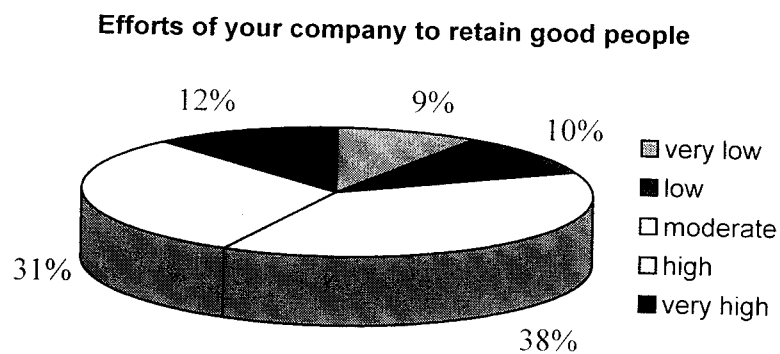
Inference:

1. 51% of the employees are very confident about getting the job elsewhere
2. 33% of the employees are confident about getting the job elsewhere

4.2.3.10 ON A SCALE OF 1 (LOWEST) TO 5 (HIGHEST), HOW WOULD YOU RATE THE EFFORTS OF YOUR COMPANY TO RETAIN GOOD PEOPLE?

Table 4.19 : Frequency table showing the efforts of the company in retaining the good people

		Frequency	Percent
Valid	Very low	22	9
	Low	25	10
	Moderate	96	38
	High	77	31
	Very high	30	12
	Total	250	100



Graph 4.16 : Graph showing the efforts of the company in retaining the good people

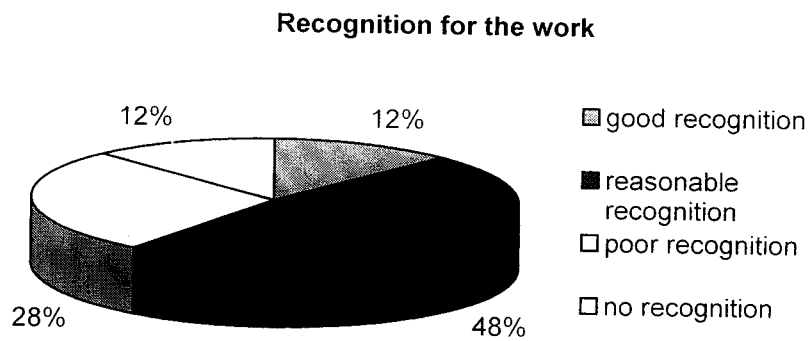
Inference:

1. 38% of the employees rated the company's effort to retain good people as very high
2. 9% of the employees rated the company's effort to retain good people as very low

4.2.3.11 ARE YOU GIVEN RECOGNITION FOR THE WORK YOU DO?

Table 4.20 : Employee recognition for the work done

		Frequency	Percent
Valid	Good recognition	30	12
	Reasonable recognition	119	48
	Poor recognition	70	28
	No recognition	31	12
	Total	250	100



Graph 4.17 : Employee recognition for the work done

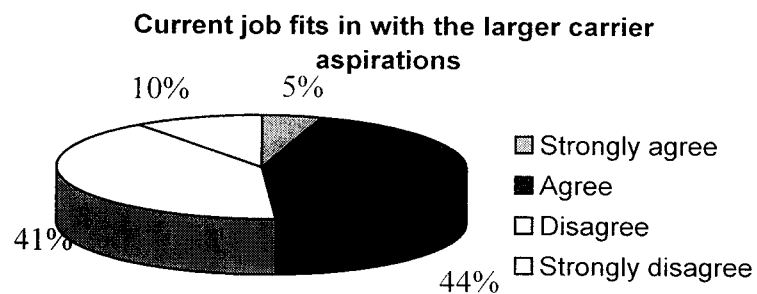
Inference:

1. 48% of the employees feel that they are given reasonable recognition
2. 12% of the employees feel that they are not given recognition

4.2.3.12 CURRENT JOB FITS WITH CAREER ASPIRATIONS

Table 4.21: Frequency table showing whether the current job fits with their career aspirations

		Frequency	Percent
Valid	Strongly agree	12	5
	Agree	110	44
	Disagree	102	41
	Strongly disagree	26	10
	Total	250	100



Graph 4.18: Graph showing whether the current job fits with their career aspirations

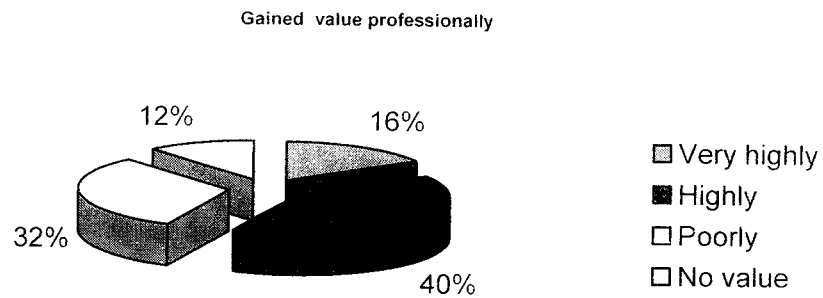
Inference:

1. 41% of the employees disagree that the current job fits in with their larger carrier aspirations
2. 44 % of the employees agree to the same

4.1.3.13 DO YOU FEEL YOU HAVE GAINED VALUE FROM YOUR CURRENT JOB?

Table 4.22: Professionally gained value from current job by the employee

		Frequency	Percent
Valid	Very highly	40	16
	Highly	102	40
	Poorly	79	32
	No value	29	12
	Total	250	100



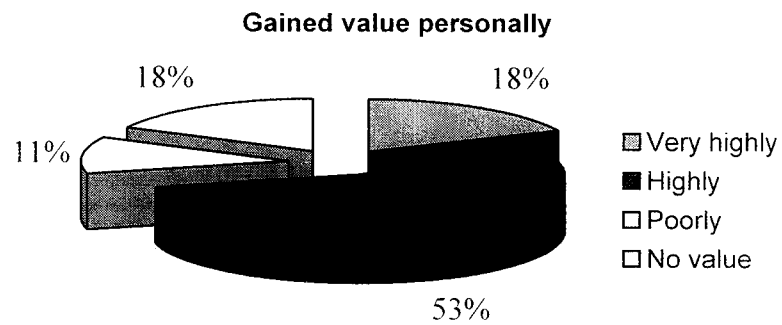
Graph 4.19: Professionally gained value from current job by the employee

Inference:

1. 16% of the employees feel that they have highly gained value professionally
2. 12% feel that they have received no value, professionally

Table 4.23 : Personally gained value from current job by the employees

		Frequency	Percent
Valid	Very highly	46	18
	Highly	132	53
	Poorly	28	11
	No value	44	18
	Total	250	100

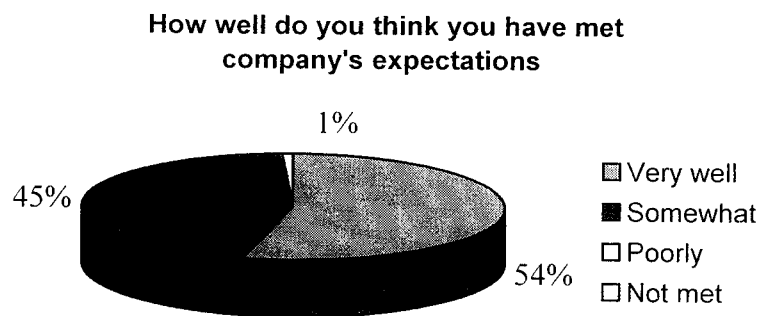
**Graph4.20 :** Personally gained value from current job by the employees**Inference:**

1. 18% of the employees feel that they have highly gained value, personally
2. 18% feel that they have received no value, personally

4.2.3.14 HOW WELL DO YOU THINK YOU HAVE MET THE COMPANY'S EXPECTATIONS ?

Table 4.24 : Meeting Company's expectation

		Frequency	Percent
Valid	Very well	135	54
	Somewhat	112	45
	Poorly	1	0
	Not met	2	1
	Total	250	100



Graph 4.21 : Meeting Company's expectation

Inference:

1. 54% of the employees feel that, they have met the company's expectations very well
2. Only 1% of the employees feel that, they have not met the company's expectations

4.2.4 CHI-SQUARE ANALYSIS

4.2.4 .1 ARE THERE MORE POSITIVE THAN NEGATIVE ASPECTS TO YOUR JOB?

Null Hypothesis: There is no significant difference between employee's perception regarding positive and negative aspects of the job at 95 % confidence interval.

Alternate Hypothesis: There is significant difference between employee's perception regarding positive and negative aspects of the job at 95 % confidence interval.

Are there more positive than negative aspects to your job?

	Observed N	Expected N	Residual
Yes	140	125.0	15.0
No	110	125.0	-15.0
Total	250		

Test Statistics

	Are there more positive than negative aspects to your job?
Chi-Square ^a	3.600
df	1
Asymp. Sig.	.058

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 125.0.

Inference:

The significance level (.058) is greater than .05; hence null hypothesis is not rejected. So, there is no significant difference between employee's perception regarding positive and negative aspects of the job at 95 % confidence interval.

4.2.4 .2 WAS THE ATTITUDE OF YOUR DIRECT SUPERVISOR/ MANAGER THE PRIMARY FACTOR IN YOU QUITTING A PREVIOUS JOB?

Null Hypothesis: There is no significant difference between employee's perceptions regarding the attitude of their direct supervisor/ manager in being a primary factor of quitting a previous job.

Alternate Hypothesis: There is significant difference between employee's perceptions regarding the attitude of their direct supervisor/ manager in being a primary factor of quitting a previous job.

Was the attitude of your direct supervisor/manager the primary factor in you quitting a previous job?

	Observed N	Expected N	Residual
Yes	18	125.0	-107.0
No	232	125.0	107.0
Total	250		

Test Statistics

	Was the attitude of your direct supervisor/manager the primary factor in you quitting a previous job?
Chi-Square ^a	183.184
df	1
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 125.0.

Inference:

The significance level (.000) is less than .05; hence null hypothesis is rejected. So, there is significant difference between employee's perceptions regarding the attitude of their direct supervisor/ manager in being a primary factor of quitting a previous job.

4.3 DELIVERABLES - EXPECTED CONCLUSIONS

The study has helped the subordinates to share their views. This has helped the managers to understand where the employees stand and their perception regarding the existing retention policy in TEKNOTURF Pvt Ltd. The subordinates can also understand what the expectation of the management to overcome attrition . Suitable recommendations are made for the betterment, which in turn can be used by the organization to identify any areas of improvement and result reduced attrition rate.

CHAPTER 5 – CONCLUSIONS

5.1 SUMMARY OF FINDINGS

5.1.1 FINDINGS FROM SECONDARY DATA

- Attrition cost: Attrition cost of Developer's is estimated to Rs 68 lakhs (Approx)
- Attrition rate: Median attrition rate prevailing in TEKNOTURF is 5%, which is much higher than the target attrition rate of 3%
- Majority (69%) of attrition is due to developer's level of employees
- Majority (63%) of turnover are attributed to Engineering and MCA graduates
- Significant number of employees (47%) left the job without informing the Organisation. Some of the employees (15%) left the job for better job opportunities elsewhere
- Most of the turnover is in the period between 3-6 months (51%).
- Most of the attrition is due to male employees (64%)

5.1.2 FINDINGS FROM THE STUDY

- Significant number of employees have identified the following as main reasons to leave
 - I. Better compensation
 - II. Career opportunities
 - III. Stress on job
 - IV. Working in night shift
- Significant number of employees (44%) has rated their Team Leader's favorably
- Some of the employees (16%) feel that they are not able to keep a reasonable balance between work and personal life
- Some of the employees (15%) disagree that good work will not lead to better compensation
- Majority of the employees (60%) disagree that good work leads to Promotion
- Majority of the employees (49%) feel dissatisfied with their current job
- Majority of the employees (47%) seriously consider to leave their current job
- Majority of the employees (84%) are confident in finding a better job somewhere else .
- Significant number of employees (30%) do not feel that they have gained personally or professionally from their current job
- Significant number of employees (40%)do not feel that they are given recognition for their work

- Significant number of employees (51%) disagree that the current job fits in with their larger career aspirations

5.2 SUGGESTIONS AND RECOMMENDATIONS

From the analysis, most research findings shows that most of the responses are positive. If the organization takes into consideration the following suggestions it may achieve its targets of reducing attrition successfully in a better manner.

1. Corrective action in the following identified areas may be necessary .Employee benefit schemes including the following factors directed specially to development employees
 - i. Career opportunities
 - ii. Stress on job
 - iii. Working in Nightshift
 - iv. Better compensation
2. Management development program to be given for Team Leader`s
3. Designing employee benefit schemes to improve quality of work life
4. The compensation policy may be modified to reflect the competitive salary structure of the industry
5. Special employee benefit schemes may be designed for new entrants and those who are having less than one year of experience
6. Re-look on the recruitment policy for Engineering and MCA graduates
7. Other things are being equal, more women employees should be recruited

5.3 CONCLUSIONS

This project “ **A study on the causes for Attrition in Teknoturf Pvt Ltd Coimbatore**”, was done to identify the causes for attrition at TEKNOTURF Pvt Limited at Coimbatore. Employee’s perception regarding the retention policy is understood clearly through this study.

1. The project was conducted and the causes for attrition at TEKNOTURF Pvt Ltd was identified
2. The study resulted in identification of the following main causes for attrition
 - Better compensation
 - Career growth employee’s perception regarding the retention policy
 - Advancement of opportunities
 - Working in night shift
 - Stress overload
3. The management may take further studies for taking corrective actions in the above identified areas

5.4 DIRECTIONS FOR FUTURE RESEARCH

The research can be done on

The parameters utilized in certain other organizations and the outcome may be studied.

The study can be done taking an IT Training and with the parameters to measure the satisfaction level and areas for improvement can be identified.

The study can be done for identifying obstacles affecting better Retention Policy in all companies.

APPENDIX

QUESTIONNAIRE

TO IDENTIFY THE CAUSES FOR ATTRITION BASED ON THE
EMPLOYEES PERCEPTION

Dear Respondent ,

This questionnaire is part of an academic study being carried out in partial fulfillment of an MBA degree in correspondance at Anna University,Chennai . Please take few minutes to complete this survey. Your views, in combination with those of others, are extremely important. Your survey responses will be strictly confidential and data from the survey will be reported only in the aggregate. Your information will be coded and will remain confidential. Thank you very much for your time and support.

Name (Optional):

Qualification:

Name of TL:

**Q.1.Rank the following reasons according to *your choice for joining TEKNOTURF?*
(1 being the highest preference and 8 being the lowest preference)**

- | | |
|------------------------------------|--------------------------|
| Unemployed and needed a job | <input type="checkbox"/> |
| Referred by a friend | <input type="checkbox"/> |
| Fringe benefits | <input type="checkbox"/> |
| Reputation as a good place to work | <input type="checkbox"/> |
| Career advancement | <input type="checkbox"/> |
| Advertisement | <input type="checkbox"/> |

- Salary advancement
- Temporary/Stopgap option

Q.2. On the scale of 1 (Lowest) to 5 (highest) how would you rate the team leader you work for now?

1 2 3 4 5

Q.3. What causes dissatisfaction at work? (Tick the top three causes of dissatisfaction at work)

1. Lack of group cohesiveness
2. Lack of advancement opportunities
3. Lack of career development
4. Lack of job satisfaction
5. Lack of defined benefit plan
6. Lack of good compensation
7. Lack of good working environment
8. Lack of good food
9. Lack of good transport facilities
10. Management style of your superiors

Q. 4. What are the reasons for you to stay at your present job? (Tick the top three reasons)

- Group Cohesiveness
- Advancement Opportunities
- Career Development
- Defined Benefit Plan
- Job Satisfaction
- Compensation

- Working Environment
- Management Style of your superiors

Q.5.Do you feel you have gained value from your current job?

Item	Very highly	Highly	Poorly	No value
Professionally				
Personally				

Q.6. Working Conditions

Item	Strongly Agree	Agree	Disagree	Strongly Disagree
My physical working conditions are good				
I can keep a reasonable balance between work and personal life				

Q.7. Your immediate team leader

Item	Strongly Agree	Agree	Disagree	Strongly Disagree
My TL treats me fairly				
My TL treats me with respect				
My TL handles my work – related issues satisfactorily				
My TL asks me for my input to				

make decisions				
My TL is an effective manager				

Q.8. Recognition and Rewards

Item	Strongly Agree	Agree	Disagree	Strongly Disagree
If I do good work I can count on making more money				
If I do good work I can count on being promoted				

Q.9. Are there more positive than negative aspects to your job?

- Yes
- No

Q.10. On a scale of 1 (lowest) to 5 (highest), how loyal are you to the company?

1 2 3 4 5

Q.11. Do you feel satisfied in your current job?

- Highly satisfied
- Satisfied
- Dissatisfied
- Highly dissatisfied

Q.12. Are you considering leaving your job for another?

1. Not at all
2. Not seriously
3. Seriously
4. Very seriously

Q.13. Intention to leave:

- No intention
- In next twelve months
- In next six months
- In next three months

Q.14. Was the attitude of your direct supervisor/manager the primary factor in you quitting a previous job?

- Yes
- No

Q.15. On a scale of 1 (lowest) to 5 (highest), how confident are you that you can find a better job somewhere else?

1 2 3 4 5

Q.16. On a scale of 1 (Lowest) to 10 (Highest) how would you rate the efforts of your company to *retain good people*?

1 2 3 4 5 6 7 8 9 10

Q.17. Are you given *recognition* for the work you do?

- Good recognition
- Reasonable recognition
- Poor recognition
- No recognition

Q.18. My current job fits in with my larger *career aspirations*?

1. Strongly agree
2. Agree
3. Disagree
4. Strongly disagree

Q.19. How well do you think you have met the company's expectations of you?

1. Very well
2. Somewhat
3. Poorly
4. Not met

Thank You!

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