



**A STUDY ON CAUSES OF EMPLOYEE ATTRITION IN
SAKTHI AUTO COMPONENT LTD, TIRUPPUR DISTRICT**

By

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A PROJECT REPORT

Submitted

In partial fulfillment of the requirements

For the award of the degree

Of

MASTER OF BUSINESS ADMINISTRATION

Department of Management Studies

Kumaraguru College of Technology

(An autonomous institution affiliated to Anna University, Coimbatore)

Coimbatore - 641 049

May, 2012



BONAFIDE CERTIFICATE

Certified that this project report titled “A Study On Causes Of Employee Attrition In Sakthi Auto Component Ltd, Tiruppur District ” is the bonafide work Mr. Suresh S, 10MBA057 who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

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Submitted for the Project Viva-Voce examination held on

18.05.12

Internal Examiner

Examiner

External
18.5.12

CERTIFICATE

12.05.2012

TO WHOM SOEVER IT MAY CONCERN

This is to Certify that **Mr.S.SURESH** Reg No : 1020400057, Final year **MBA.(MASTER OF BUISNESS ADMINISTRATION)** students of **KUMARAGURU COLLEGE OF TECHNOLOGY COIMBATORE** . has done the Project on the topic **"A STUDY ON CAUSES OF EMPLOYEE ATTRITION"** at our Organisation during the period from 01.02.2012 to 10.05.2012.

During this period her Performance and conduct were found to be **Good**.

We wish all success in his future endeavour.

For Sakthi Auto Component Limited.,



K.R.RAJENDRAN,
Dy. General Manager - IR&Welfare

DECLARATION

DECLARATION

I affirm that the project work titled “A Study On Causes Of Employee Attrition in Sakthi Auto Component Ltd, Tiruppur District” being submitted in partial fulfillment for the award of Master of Business Administration is the original work carried out by me. It has not found the party other project work submitted for award of any degree or diploma, either in this or any other university.



Signature of the Candidate

SURESHS.S

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I certify that the declaration made above by the candidate is true.



Signature of the Guide

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ABSTRACT

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The project work has been carried out in Sakthi Auto Component, Pallagoundenpalayam, Tiruppur District, Tamilnadu.

This study was carried out the period of 3 months. The main objective of the study is to analyze the causes of employee attrition. The research design is used in this study is descriptive research study. SPSS is used for analyzing the data collected. The sampling design used for this study is Random sampling techniques.

The study has been compiled with help of primary data and secondary data. Primary data were collected from the total population size of 900 with help of structured questionnaire. The sample size of 297 is taken for analysis. Secondary data were collected through company profile, organization website, books and internet resources.

From the analysis it was found that the employees are not satisfied with welfare facilities, Provision of Work Environment, training sponsored for the employees by the company, support and encouragement from the colleagues and subordinates. The findings will enable Human Resource Department to frame suitable policies to enhance the level of satisfaction of employees and thereby reduce the employee attrition.

CHAPTER I
INTRODUCTION

CHAPTER I

1.1 INTRODUCTION TO THE STUDY

The word attrition means “A reduction in the number of employees through retirement, resignation or death”.

The factors like skill sets, job satisfaction drive the employment and not just the money. The employer faces the heat of continuous employee turnover. Continuous efforts made by organisations to control the employee turnover rate as it directly affects the performance of the organization as many key persons leave the organization for various reasons at crucial points. This turnover is normally known as ATTRITION.

Human resources are the only source of long term competitive advantage for any business organization. It plays a key role in helping companies deal with a fast-changing competitive environment. People are a major component of any business and the management of people is a major part of every manager’s job. It is also specialised responsibility of the HR department. Thus the Human Resource Management (HRM) is the strategic and coherent approach to the management of an organisation’s most valued assets. Human Resource Management involves five major areas: Staffing, Retention, Development, Adjustment and Managing change. Attrition refers to the number of rate at which the people leave an organisation. It is one method of reducing the size of workforce without management taking any overt actions. The drawback to attrition is that reductions are often unpredictable and can overlaps in an organization. Attrition is one of the biggest challenges and it represents significant costs to most organization. A high attrition reflects poorly on an organization’s ability to hold on its people.

Attrition rate: “the rate of shrinkage in size or number”

Components to be taken into consideration, while calculating attrition rate

$$\text{Attrition rate} = \frac{\text{Total Number of Resigns per month}}{\text{(Total Number of employees at the beginning of the month + total no of new joinees – total number of resignation)}} \times 100$$

What makes employee leave?

Employees do not leave an organization without any significant reason. There are certain circumstances that lead to their leaving the organization. The most common reasons can be:

- **Job is not what the employee expected to be:** Sometimes the job responsibilities don't come out to be same as expected by the candidates. Unexpected job responsibilities lead to job dissatisfaction.
- **Job and person mismatch:** A candidate may be fit to do a certain type of job which matches his personality. If he is given a job which mismatches his personality, then he won't be able to perform it well and will try to find out reasons to leave the job.
- **No growth opportunities:** No or less learning and growth opportunities in the current job will make candidate's job and career stagnant.
- **Lack of appreciation:** If the work is not appreciated by the supervisor, the employee feels de-motivated and loses interest in job.
- **Lack of trust and support in coworkers, seniors and management:** Trust is the most important factor that is required for an individual to stay in the job. Non-supportive coworkers, seniors and management can make office environment unfriendly and difficult to work in.
- **Stress from overwork and work life imbalance:** Job stress can lead to work life imbalance which ultimately many times lead to employee leaving the organization.
- **Compensation:** Better compensation packages being offered by other companies may attract employees towards themselves.
- **New job offer:** An attractive job offer which an employee thinks is good for him with respect to job responsibility, compensation, growth and learning etc. can lead an employee to leave the organization.

- **Salary scale:** This is the most common cause of the employee turnover rate being so high. Employees are in search of jobs which pay well. If the companies which they are working in don't offer good salaries, they tend to hunt for jobs that pay them considerably well.
- **Benefits:** Employees always flock to companies who offer more benefits. There are many employees who are not aware of the benefits that are provided to them in their compensation package. The employers need to reduce their bureaucratic procedures in order for the employees to receive the best available benefits without any difficulty.
- **Advancements and Promotion Policies:** This is the prime reason why many mid-level executives leave the company. Due to no potential opportunity for advancements or promotions, they prefer other companies which may provide them with higher posts and increased compensation packages. The companies need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance.
- **Working Environment:** This is also one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years.
- **Working Procedures:** The companies should analyze and alter their work procedures and policies in a way which would enable employees to use their full potential and even gain significant work experience. There are many cases where employees have left the company due to no projects or assignments which do not require their full potential. Employees would certainly leave if they don't get experience and are just placed on the 'bench'.

INDUSTRY PROFILE

1.2 INDUSTRY

The **Automotive Component Industry** is an important sector of the **Indian** economy and a major foreign exchange earner for the country. There are around 400 major players in the auto component sector. Most of them are distributed in the north, south, and, western parts of India around major Automotive Vehicle Manufacturers (AVMs). These AVMs contributed largely towards the development of component suppliers through technical and or financial collaborations.

The automotive component industry manufactures a wide range of parts including castings, forgings, finished, semi-finished components, assemblies, and subassemblies for all types of vehicles produced in India.

Presently, the Indian automotive component industry is highly fragmented. This industry can be divided into the organized and the unorganized categories of manufacturers. The organized component manufacturers supply components to at least one of the Original Equipment (OE) vehicle manufacturers. They also have access to technology due to their tie-ups with some of the foreign collaborators or through associate AVM.

The OE market is predominantly catered to by the organized sector. The 400 odd organized producers contribute around 80 percent to this market. Presently, these manufacturers have grown in size and numbers beyond the control of OE manufacturers. They control about 65 percent of the aftermarket.

There are 402 medium and large key players in auto components in the organized sector along with 6000 ancillary units. However in the unorganized sector there are approximately 5000 SSIs. The direct employment generated by the medium and large firms in the organized sector is 2,50,000. No figures are available for unorganized sector.

The geographical spread of medium and large companies as per records of Automotive Component Manufacturers Association of India (ACMA) is as under

North region	161
Western region	123
Southern region	91
Eastern region	27

Growth Drivers

Rising demand for vehicles - Vehicle production grew to around 17.9 million in 2010-11 - Global Original Equipment Manufacturers (OEMs) are entering India to establish their manufacturing base.

Low-cost and high quality standards –Low labour costs in India have resulted in a significant cost reduction, with international quality standards being duly maintained. An average cost reduction of nearly 25-30 per cent has attracted several global automobile manufacturers to set base since 1991

Availability of low cost skilled manpower –India produces close to 0.4 million engineering graduates every year, and the cost of entry-level engineers is as low as US\$ 8,000 a year. The country accounts for 26 per cent of the world’s Engineering Service Outsourcing (ESO)

Policy initiatives - De-regulation and policy initiatives such as lower excise duties, realisation of value added tax (VAT), etc., have been implemented. Foreign direct investment (FDI) up to 100 per cent is permitted through the automatic route for manufacturers of automobiles and components.

Industry Structure

The Indian auto component industry is large and highly fragmented. There are around 400 major players in the auto component sector. The original equipment (OE) market is predominantly catered to by the organised sector. The 400 odd organised producers contribute around 80 per cent to this market

Market Size

The automotive component industry's output for the financial year 2009-10 was US\$ 22 billion with a growth rate of 20 per cent, against financial year 2008-09. The Indian auto component industry has the opportunity to tap around US\$ 110 billion by 2020.

Major Indian auto parts makers are on track to report a strong first quarter, on the back of robust after-sales demand and growing exports.

The revenue growth rate of auto ancillary companies is expected to be in line with auto OEMs. In first quarter of the current fiscal, production by all OEMs in the auto industry grew by about 20 per cent in comparison with the corresponding quarter of last year, resulting in corresponding growth in customer demand.

Exports

The industry has been exporting around 13 per cent of its output. In the year 2009-10, the industry exported goods worth US\$ 3.8 billion. Principal export items include replacement parts, tractor parts, motorcycle parts, piston rings, gaskets, engine valves, fuel pump nozzles, fuel injection parts, filter & filter elements, radiators, gears, leaf springs, brake assemblies & bearings, clutch facings, head lamps, auto bulbs & halogen bulbs, spark plugs and body parts. Exports, which touched US\$ 5 billion in 2010-11, are expected to grow by 20-25 per cent in 2011-12.

Recent Trends/Investments

Besides low labour costs, India's process-engineering expertise, applied to re-designing of production processes, has resulted in the reduction in manufacturing costs of components. As a result, India, today, has become the outsourcing hub for several global automobile manufacturers.

Several large Indian auto component manufacturers are in the process of substantially investing in capacity expansion, establishing partnerships in India and abroad, acquiring companies in foreign countries establishing Greenfield ventures, Research & Development (R&D) facilities and design capabilities.

Japanese car major Toyota has announced an investment of nearly Rs 1,650 crore (US\$ 373.3 million) to increase the production capacity of its Indian operations by one lakh units and for increasing localisation of components by 2014

Force Motors has said that it will enter the passenger vehicle segment with the launch of a multi-purpose vehicle (MPV) by 2012, for which the company will set up a new facility in Madhya Pradesh with an initial capacity of 24,000 units per year. The company said it has signed a licencing agreement with German auto major Daimler for procuring technology for the MPV

Auto parts maker MuthersSumi Systems Ltd (MSSL) has announced its plans to acquire an 80 per cent stake in Germany's Peguform Group from Cross Industries. The deal is expected to be closed in 2-3 months and will be funded through debt from Indian lenders, said VC Sehgal, Vice-Chairman, Mutherson Group.

French tyre-maker Michelin's upcoming India plant in Chennai will produce its first tyre in November 2012. The company plans to produce three lakh radial truck tyres in the first year of operations, and cater to the domestic market, according to a top official. Michelin is setting up a manufacturing unit at ThervoyKhaidigia industrial area in Tiruvallur district, near Chennai, and would be investing Rs 4,000 crore (US\$ 904.98 million) over a seven-year period.

Policy Initiatives

The Ministry of Heavy Industries and Public Enterprises has envisaged the Automotive Mission Plan (AMP) 2006-2016 to promote growth in the sector. The plan targets to:

Segment-wise division:

The Auto components industry is predominantly divided into the following segments:

- Engine parts: 31%
- Drive Transmission & Steering Parts: 19%
- Suspension & Brake Parts: 12%
- Electrical Parts: 9%
- Body and chassis: 12%
- Equipments: 10%
- Others: 7%

Quality

The industry has been making rapid strides towards achievement of world-class Quality Systems by imbibing ISO 9000/ISO 14001/QS 9000/TS 16949 Quality Systems. Till now 562 companies in ACMA membership have been certified to ISO 9000, 208 companies awarded to ISO 14001, 445 companies have been certified with TS 16949, 99 companies have been certified with OHSAS 18001, 15 Companies have won TPM Award, 11 companies won the Deming prize, 1 company won Japan Quality Medal, 1 company won Shingo Silver Medallion and 3 companies won the JIPM Excellence award.

Industry Turnover

The Automotive Component Industry's output amounted for the financial year 2009-10 US\$ 22 billion with a growth rate of 20% against financial year 2008-09.

COMPANY PROFILE

1.3 COMPANY

Sakthi Auto Component Limited is a major supplier of critical components to passenger car manufacturers. The components are Steering knuckles, Brake drums, Brake discs, Hubs, Brake calipers, Carriers, Differential cases and Manifolds etc. Presently the supplies of these components are made to Maruti Udyog Ltd., Hyundai, Ind Auto Ltd., Ford, Honda Sael Cars and Tractors and Farm Equipment Ltd. etc.,. Castings meant for trucks and refineries are exported to USA. The quantum of exports per month ranges between 250 MT to 500 MT. It is likely to go up to 1000 MT in near future.

Basic Information	
Business Type	Manufacturer
Ownership & Capital	
Ownership Type	Sole Proprietorship (Individual)
Trade & Market	
Major Markets	Indian Subcontinent
Annual Turnover	Upto Rs. 500 Crore Approx.)
Team & Staff	
Total Number of Employees	1500 People
Company USP	
Primary Competitive Advantage	Experienced R & D Department Provide Customized Solutions
Quality Measures/Testing Facilities	Yes
Packaging/Payment and Shipment Details	
Estimated Time of Delivery	3 to 7 Days
Payment Mode	Cash Cheque DD
Shipment Mode	By Road

INFRASTRUCTURE

Sakthi Auto Component Limited is one among the MULTI FACETED Sakthi Group situated at Mukasi Pallagoundenpalayam, Erode District, Tamilnadu State, India, established in the year 1983. Presently the Sakthi Auto has a capacity to produce 24000 Tonnes / annum S.G.IRON Castings, on a 100 Acre Land with all amenities for Workmen and Officers like Housing Transport etc. Sakthi Auto is one of the major producers of S.G.Iron Castings, meeting the needs of most of the Automotive and other general Engineering Industries.

Supplying most CRITICAL COMPONENTS like STEERING KUNCKLE, BRAKE DRUMS and MANIFOLDS for all Suzuki Vehicles Manufactured in India by M/s. Maruti Udyog Limited at New Delhi & to many leading passenger car manufacturers in fully machined condition.

R&D Lab is attached to our Sakthi Auto with modern computerised equipments like Direct Reading Spectrometer, Carbon Sulphur determination, Universal Testing Machine, Scanning Electron Microscope, Industrial X-RAY Scanner etc.

Sakthi Auto is equipped with DISAMATIC FOUNDRY with the state of the art manufacturing technology which is regarded as the best anywhere in the World. And equipped with many sophisticated special purpose and CNC machines to produce precision oriented components for passenger car and automobile industries.

The Moulding line which has been supplied by M/s. DISA Technologies of DENMARK, is one of their latest and most efficient moulding line. It has the capacity to produce 440 flawless mouldings / hour. This would ensure closer tolerance and low rejection rates. It has Automatic Pouring Unit procured from M/s. Asea Brown Boveri Ltd. and it maintains the consistency in the metal temperature. Technical collaboration for melting technology has been entered into with M/s. +GEORGE FISHER+ FOUNDRY SYSTEMS, SWITZERLAND, who are the world leaders in Manufacturing various precision components for the Automobile Industries.

PLANT AND MACHINERY

Foundry Machineries

110 KV Sub Station

George Fisher Converter - SWITZERLAND

Presspour OCC 50 Model (ABB)

DISA Moulding Machine - DENMARK

DISA Sand Plant Control Panel - DENMARK

DISA Cool - DENMARK

Dust & Fume Collection System BMD
GARANT - GERMANY

Shot Blasting Machine - INDABRATOR

Other Machinery List

Testing Equipments – Foundry

Philips Industrial X - Ray System

Magnetic Particle Crack Tester - MAGNAFLUX Roundness Tester - MITUTOYO JAPAN

Optical Microscope - NEOPHOT 21

Scanning Electron Microscope - BAUSH & LOMB ARL

Nodularity checking by ultrasonic

Eddy Current Tester

CNC Machine Shops

PUMA Vertical Turning Machine - DAEWOO
KOREA

AOBA Honing Machine - JAPAN

KOYO Double Disc Grinding Machine - JAPAN

FANUC ROBO Drill & Tap Centre

Other Machinery List

Special Purpose Machine

Special Purpose Machine line for Steering Knuckle
SUMITOMO CORPORATION - JAPAN

Testing Equipments- CNC Machine Shops

Co-ordinate Measuring Machine - MITUTOYO
JAPAN

Balancing Machine - AVERY INDIA

Surface Roughness Tester - MITUTOYO JAPAN

QUALITY POLICY

It is their aim to become world class in serving the customers by

- Meeting the requirements of quality consistently.
- Continous improvements.
- Upgradation of human resources.
- They are also committed to maintain a clean and safe Environment throughout the Organisation.

QUALITY OBJECTIVES

- Manufacturing and supplying world class safety components for International Automobile Markets.
- Upgradation of manufacturing and testing techniques based on customer requirements.
- Maintaining the quality at various stages of production from receipt till delivery.
- Identifying and providing training on a continuous basis to all levels of employees.
- Controlling the pollution level as per the statutory requirement.
- Maintaining safe working practice throughout the organisation.
- Implementing and maintaining a QUALITY MANAGEMENT SYSTEM as per ISO 9001:1994.

PRODUCT PORTFOLIO

Our company specializes in manufacturing and supplying exclusive range of Industrial Components that is fabricated using high grade raw material obtained from the trusted vendors in the market. The products we offer include **Pressed Components, Turned Components, CNC Milling Components, Turned Auto Components and Machining Components.**

These products are performance oriented and gives service for a long period of time in various industrial applications. We also customize the products as per the need of customers and deliver them within a stipulated time frame. The features that make these products unique are as following:

- Quality
- Efficiency
- Reliability
- Durability
- Low Maintenance Cost

IMPRESSIVE LIST OF CUSTOMERS:

- General Motors
- Mahindra Renault Ltd
- Honda Siel Cars India Ltd
- Maruti Suzuki India Ltd
- Fiat India Ltd
- Volvo India Ltd
- TOYOTOMI KIRLOSKAR Automatically Parts private Ltd
- Haldex India Ltd
- Haldex Brake Products AB-Swedan
- RHODES Indian Automotive Private Ltd
- Ljlin Automotive Private Ltd
- Volkswagen AG
- Mahindra & Mahindra

Sakthi group in its own interest has been expanded in to various spheres viz.,

- Sugar
- Industrial alcohol
- Textiles
- Automobile parts
- Bus transport
- Parcel service
- Sales & Service of Automobiles
- Soya products

- Fruit Beverages
- Synthetic Gems Manufactures
- Education & IT Training
- Soft drinks
- Finance

QUALITY ASSURANCE

We are a quality driven organization and strive hard to offer excellent products by placing quality as the nucleus of all our endeavors. All the products we offer are fabricated using high grade material sourced from the reliable vendors in the market and strictly following international quality standards.

Our in-house testing unit has all the facilities to check the nature of products using various tests and under different circumstances. This unit is handled by our quality controllers who follow the production process from the initial stage of production until the final stage to ensure they are delivered flawless.

RESEARCH AND DEVELOPMENT

We have a well-equipped Research and Development unit that allows us to conduct research on the latest MOC and production techniques. This unit is handled by our R&D professionals who have expertise in the respective domain. Our company relies in this team in the process of launching new products.

They strive hard to adopt advanced manufacturing techniques to manufacture user friendly products and cut down the production cost. Their enormous efforts and never ending research work has helped us to achieve tremendous success in this industry.

WAREHOUSING AND PACKAGING

Our company has a capacious and ultra sound warehousing unit that has all the facilities enable us in arranging the consignments safely and accurately. This unit is monitored round the clock ensure the products are safe from all kinds of hazards like fire, water, dust and others.

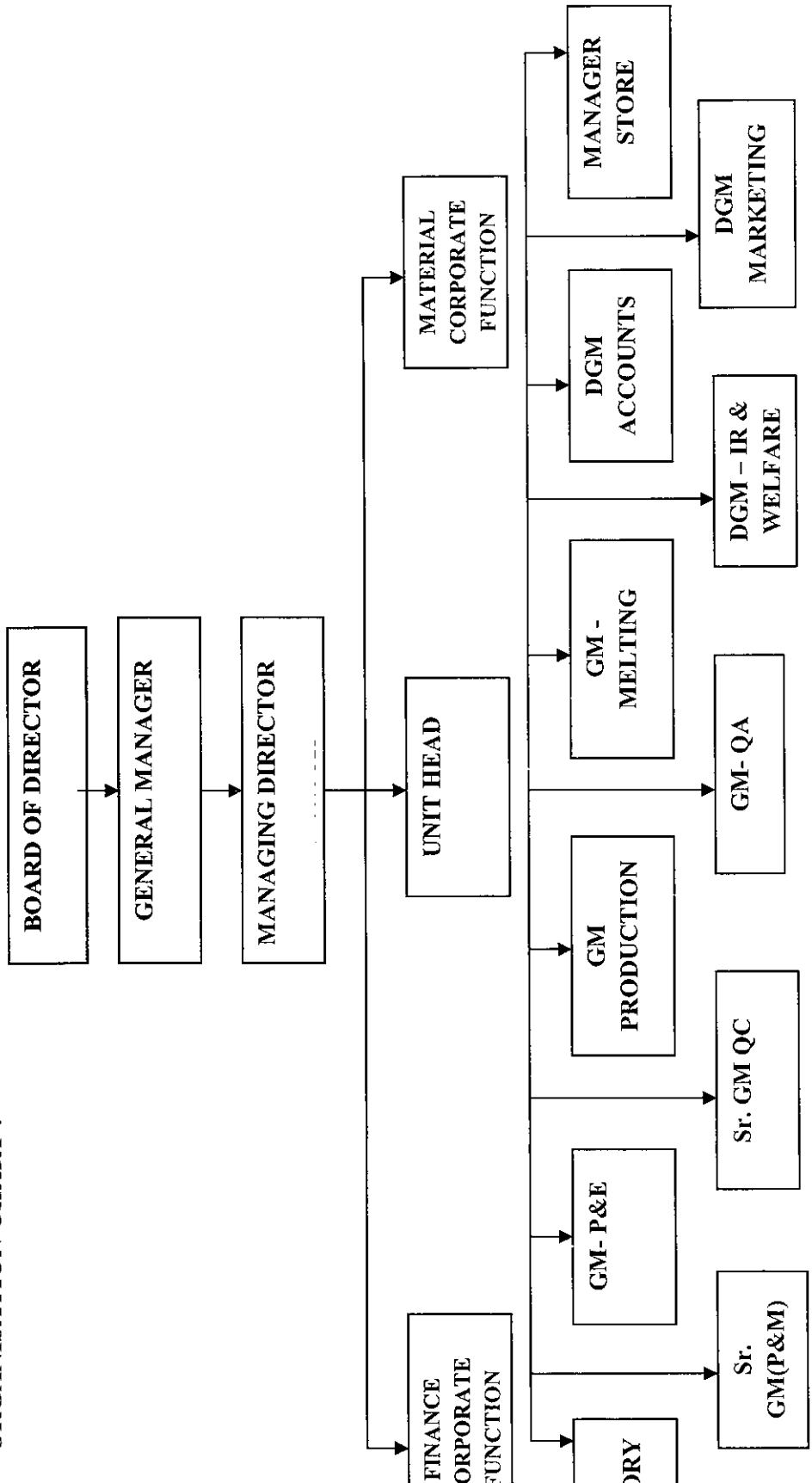
The packaging at our end is handled by our professional packers who use best grade appropriate material. We also customize the packaging as per the claim of customers. Every individual product is properly named and labeled for easy retrieval during delivery.

CLIENT SATISFACTION

Our company emphasize on achieving complete customer satisfaction as we believe customers the biggest assets of organization. Orderly, we offer qualitative range of products that is made up high grade raw material and advanced methods of production. We ensure our products give excellent service and fulfill the necessity of customers.

The products we offer are also customized as per the need and specifications of customers. ensure all the products are delivered timely to meet the enormous demand of customers. These factors have helped us to gain a huge database of clientele all across the nation.

ORGANISATION CHART :



1.4 STATEMENT OF THE PROBLEM

It has become a major concern for the management to ensure retention of the employees.

It has become a high task for the company for a long run. This study on “Attrition and retention with special reference to temporary apprentices and permanent workers of Sakthi Auto Component Ltd” was undertaken.

The most important factor which has a direct impact on productivity is employee attrition. High employee attrition leads to low productivity and also affect the morale of the employees. This in turn will affect the productivity of the concern. Right now the company is facing high attrition. There is a very high percentage of attrition prevailing in the company which remained unaddressed would turn the company to be deficient in manpower to address this issue and to find out the major cause which leads to such a major attrition rate has given this project.

1.5 OBJECTIVE OF THE STUDY

Primary Objective

- To ascertain the causes of employee attrition in Sakthi Auto Component Ltd, Erode.

Secondary Objective

- To identify factors which contribute to the attrition prevailing in the company.
- To measure the satisfaction and dissatisfaction of employees in the organization.
- To identify the problems faced by employees in the organization which lead to attrition.
- To suggest ways and means to reduce attrition.

1.6 Scope of the study

This study emphasis in the following scope:

- This study is helpful to the company for conducting further research.
- This study is useful to the concern to know the reason as to why employees quit their job and also to identify how to retain them in the company.
- This study helps the company to make a managerial decision to the benefit of the company.

CHAPTER II
REVIEW OF LITERATURE

CHAPTER –II

2. REVIEW OF LITERATURE

Roberto Rivera, El Paso Fire Department El Paso, Texas¹,

The purpose of this research was to discover reasons why personnel are leaving before becoming eligible for retirement as well as how the executive officer can and does influence retention. The literature review was the importance to the employee of family issues. In a recent survey US West indicated that 80% of their employees dealt with family issues while on duty, 70% said that balancing home and work was stressful and one-third of all employees had taken a day off in the prior year due to some family concern. Their sense of loyalty to the job decreased over a five-year period. The result is that once organizations accept the evaluating the rate of attrition must become a matter of policy it can take steps to promote employee loyalty and prevent the loss of experienced personnel. Employees allowed to participate and contribute intellectual. Allow them to grow within the organization by providing opportunities for learning through formal education sources, conferences, networking and mentoring programs.

Eric T Griffin, Greenville Fire rescue, Greenville North carolina²,

The objective of the research is to determine what factors influence employee attrition and retention. Report suggested that turnover is not inherently negative. While they agree that turnover creates some cost and negative reactions, they believe there are two types, one of which may be good for employers. Functional turnover is beneficial to an organisation

1. Roberto Rivera, El Paso Fire Department El Paso, Texas, “Attrition Rate As It Relates To Employee Loyalty And Retention” March 1999

2. Eric T Griffin, Greenville Fire rescue, Greenville North carolina, ” Attrition and

because poor performers are replaced by better performers. The issue should be separated into two categories.

unavoidable turnover and avoidable turnover. A lot of employees have changed their focus from bottom line and fast track promotions to quality living through family and personal time. They found that to change culture, key such as career advancement opportunities, work life balance, and work environment flexibility issues had to be changed. The result is that good training programme will provide job enrichment for the employees. Reward programs and employee participation incentives. A career development program would be beneficial for the employees. Retention plan would be a proactive step towards building and maintaining a well trained workforce.

Henry Ongori, Department of Management, University of Botswana, Botswana ³,

This purpose of the research is to examine the sources of employee turnover, effects and forwards some strategies on how to minimize employee turnover in organisations. The experience of job related stress (job stress), the range factors that lead to job related stress (stressors), lack of commitment in the organisation; and job dissatisfaction make employees to quit. There are some factors that are, in part, beyond the control of management, such as the death or incapacity of a member of staff. Other factors have been classed as involuntary turnover in the past such as the need to provide care for children or aged relatives. Voluntary quits which represents an exodus of human capital investment. The result is that the business would be able to survive in a dynamic environment by treating their employees as one of their assets which needs a lot of attention. Employees need to be motivated and maintained. They should pay employees based on their performance and in addition they should given employees incentives like individual bonus, lump sum bonus, sharing of profits and other benefits.

Boxall et al (2003) in New Zealand⁴,

A literature review examining the causes of high labour turnover in a range of industries in Australia and overseas. Age is found to be negatively related to turnover. The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Pay and pay-related variables have a modest effect on turnover. It reported that establishments that enhance the skills of existing workers have lower turnover rates. Researchers found that the role of career commitment was stronger in predicting turnover intentions. These include organisational commitment, job satisfaction, alternative opportunities and intentions to quit. Evidence on the role of pay is still somewhat inconclusive, although keeping pay in line with market rates is certainly critical to retaining staff. Apart from age and tenure, personal characteristics of employees appear to have little relationship to turnover.

Booth and Satchell (1994) UK⁵,

ICT Group, Inc. is currently experiencing the effects of increased employee Turnover rates. Kay (2000) justifies such costs in "...advertising and recruiting expenses, orientation and training of the new employee, decreased productivity until the new employee is up to speed, and loss of customers who were loyal to the departing employee". "Research shows commitment has a positive effect on productivity, turnover and employees willingness to help co-workers". Employers promised job security. Compensation, benefits, safety, work rules,

4. Boxall et al (2003) in New Zealand, Literature review on labour turnover and retention strategies

5. Booth and Satchell (1994) UK, A revised approach' Human Resource Management

manager behaviour, and teamwork” can have a dramatic affect in minimizing employee turnover. The training and orientation process is a new hire’s first impression of the organizational environment.

Atanu Adhikari⁶, The Icfaiian Journal of Management Research,

The objective of this study is to find the underlying dimensions for job attrition. There are factors like salary, job content, onsite opportunities, brand name of organization and working hours. These are the people who are quite likely to quit their jobs because of dissatisfaction for any of these reasons. And factors like working hours and personal reasons. These are the people who are quite likely to quit their jobs because of erroneous working hours or personal factors. There are very loyal people to the organization and do not generally leave their jobs. Factor related to work related issues have the highest effect on attrition. Factors pertaining to employer related issue and skill of employees have almost the same effect. Interestingly, the compensation has the lowest effect on attrition. It means that employees give more importance to the quality of job and employer’s treatment than salary. It implies that employers should be more careful in assigning tasks to particular employees and a work group, based on the employee’s interest.

Jessica Sze-Yin Ho, Alan G Downe and Siew-Phaik Loke⁷

This study explores the factors influencing the intention to turn-over among young, well-educated professionals within the Malaysian service industry. Findings of this study suggested that pull factors played a more significant role in turn-over decisions than push factors did. With respect to push factors, it was found that the majority of participants indicated that if work began to interfere with personal priorities at home, attrition would be

6. Atanu Adhikari⁶, The Icfaiian Journal of Management Research, Vol. 4 2 VIII, No. 5, 2009

highly possible. The results suggested that this was more likely if working hours interfered with work-lifestyle balance rather than work-family balance as quoted by one participant. Results indicated that pull factors were more important drivers in moving an employee to join another organization, the importance of push factors became more apparent during focus group sessions. In addressing work-family lifestyle imbalances, the management should provide flexible working time or place and avoid overloading staff with work resulting them to stay-back after working hours or working on weekends.

Christian KORUNKA, Peter L.T. HOONAKKER, Pascale CARAYON⁸,

Faculty of Psychology, University of Vienna, Austria

In this study, objective is to test a turnover model based on Igbaria and Moore using two datasets from the USA and Austria. The started with a full model of relationships between job and organizational characteristics, social support and quality of working life on the one hand and QWL and turnover intention on the other. We allowed for covariance between the job characteristics, the organizational characteristics and the social support variables and between job characteristics and social support as well as between organizational characteristics and social support. The result is that the model fits IT professionals and managers better than IT production workers. Turnover and the costs of turnover are particularly high for IT professionals and managers. In both samples, rewards seem to be more important for high job satisfaction in the group of older employees. Furthermore, job demands need to be adapted so that older employees experience a high quality of working life and low turnover intention. Interestingly, we can conclude that differences in age and education are more important than possible cultural differences between the two samples.

8. Christian KORUNKA, Peter L.T. HOONAKKER, Pascale CARAYON, Towards a Universal Turnover Model for the IT Work Force, Faculty of Psychology, University

Santoshi Sen Gupta and Aayushi Gupta⁹, The Icfai Journal of Organizational Behavior, Vol. VII, No. 2, 2008

The objective of this study is to identify a number of factors responsible for the employee turnover in the BPO industry. The industry is mainly dependent on youngsters who are taking time out to work there and making money in the process, while preparing for better career alternatives. Unfriendly working conditions, late night work shifts, high tension jobs act as deterrents for people to stick to the industry for a long time. Further, these jobs are not seen in good light by the society at large. Nearly 50% of those who quit a firm, leave the industry itself. The factors are: (a) unsatisfactory monetary rewards; (b) discomfited working hours; and (c) dull and monotonous jobs. The monotonous nature of BPO jobs also needs to be addressed. Creating enjoyable working environment, introducing creativity in work, periodic job-rotation, and frequently providing quality feedback, need due consideration to promote fun at the workplace.

Anantharaja, Ammu, IUP Journal of Management Research¹⁰, Nov2009, Vol. 8 Issue 11, p13-27, 15p, 17 Charts

This study is conducted to find out the main causes which increase the employee turnover in BPO companies and to find out the way to control attrition. Employee turnover reflects a company's internal strengths and weaknesses. New hires need to be constantly added, further costs in training them, getting them aligned to the company culture, etc.,—all pose a challenge. Organizations also face difficulties in retaining the remaining employees as well as attracting potential employees. High attrition rates also lead to a chronic or systemic cycle. All this has a significant impact on the strength of a company in managing their business in a competitive environment.

9. Santoshi Sen Gupta and Aayushi Gupta, Vicious Circle of Attrition in the BPO Industry, The Icfai Journal of Organizational Behavior, Vol. VII, No. 2, 2008

10. Anantharaja, Ammu, IUP Journal of Management Research, Causes of Attrition in

CHAPTER III
RESEARCH METHODOLOGY

CHAPTER – III

Research Methodology

Research methodology is the systematic way to solve the research problem. It gives an idea about various steps adopted by the researcher in a systematic manner with an objective to determine various manners.

3.1 Research design

The research design used for this study is of the descriptive type. Descriptive research studies are those studies which are concerned with describing the characteristics of a particular individual or a group.

3.2 Data collection

The primary data was collected by using questionnaires. The questionnaire has 30 questions. A five point scale was used such as strongly disagree, disagree, neutral, agree and strongly agree.

3.3 Research period

The research period of the study has from 1st February 2012 to 10th May 2012 having 3 months of duration.

3.4 Population and Sample size

The sample size consisting of 297 respondents were selected for the study from the population of about 900 employees.

3.5 Sampling Technique

Since it is difficult to contact the entire population, sampling technique was adopted. The employees were interviewed using Random sampling techniques.

3.6 Statistical tools used for analysis

The collected data were analyzed by using following techniques:

- Percentage analysis
- Chi square Test
- Weighted average method

3.7 Limitations of the study

1. The responses given by employees may not be true.
2. Some of the respondents were not responding to some of the questions.
3. There is not possible to collect responses from all the employees.
4. Only temporary apprentice and permanent workers are selected.
5. The researcher was permitted to only particular area for the data collection.

CHAPTER IV
ANALYSIS & INTERPRETATION

CHAPTER IV

ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS

Table No: 4.1.1

Demographic Profile of Respondents

Employees Category		No of Respondents	Percentage (%)
Age	18-25	128	43
	26-30	86	29
	31-35	18	6
	36-40	28	9
	Above 40	37	13
	Total	297	100
Gender	Male	263	89
	Female	34	11
	Total	297	100
Marital Status	Married	96	32
	Single	201	68
	Total	297	100
Years of Experience	<1 yr	92	31
	1-2yr	46	16
	2-5yr	62	21
	5-10yr	30	10
	>10yr	67	22
	Total	297	100
Educational Qualification	Diploma	156	52
	UG	100	34
	PG	41	14
	Total	297	100

Interpretation:

- ❖ It can be observed from the above table that 43% of respondents are in the age group of 18-25 years, 29% of the respondents are in the age group of 26-30 years and 6% of the respondents are in the age group of 31-35 years, while 13% of the respondents are above 40 years of age.

It is inferred that majority 72% of the respondents belong to the age group between 18-30 years since new employees took up the job after studies completed.

- ❖ From the above table it is clear that 89% respondents are male while 11% respondents are female. It shows that male respondents are more than female respondents.
- ❖ It is found that 32% of the respondents are married, while 68% of the respondents are single.

Since majority of the respondents belong to the age group between 18-30 years, it is inferred that majority 68% of the respondents are single.

- ❖ From the above table it is clear that 31% of the respondents are having less than 1 year of experience, 16% 1-2 years of experience, 20% 2-5 years of experience, while 22% of the respondents are having greater than 1 year of experience.

Majority of the respondents took up the job few years back. So that majority 31% of the respondents are having less than 1 year of experience.

- ❖ From the above table it is clear that 52% of the respondents are educated upto Diploma, and 34% of the respondents have completed UG, while 14% of them have completed their PG.

It is inferred that majority 86% of the respondents have Diploma and UG level of education since the level of interest in employees were high for the further studies.

Table No: 4.1.2

Nature of work

Ratings	No of Respondents	Percentage (%)
Strongly Agree	42	14
Agree	161	54
Neutral	69	23
Disagree	16	6
Strongly Disagree	9	3
Total	297	100

Interpretation:

From the above table it is clearly evident that 14% of the respondents strongly agree that they are happy with the nature of work and 54% agree with that and 23% neither agree nor disagree and 6% disagree with the nature of work and 3% are strongly against nature of work.

54% of the respondents agreed with the nature of work as the employees feel comfortable to work in the company.

Chart No: 4.1.2

Nature of work

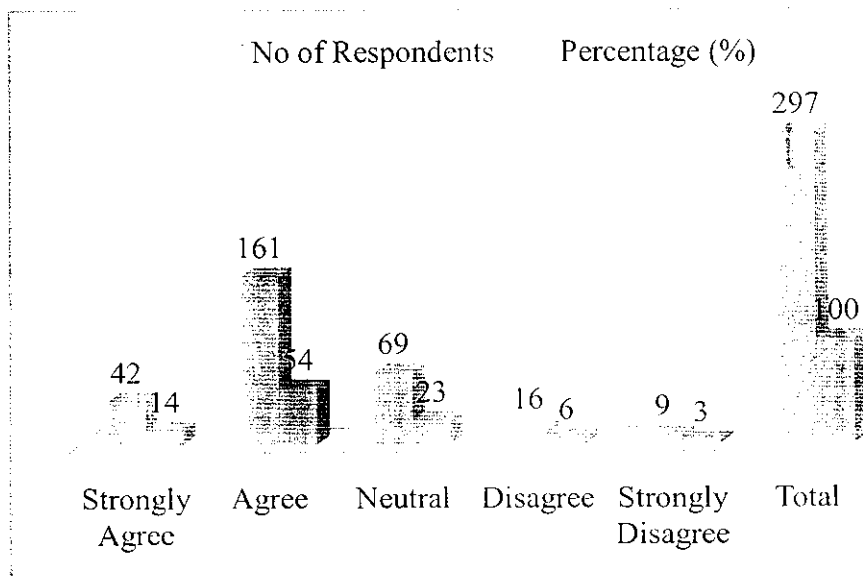


Table No: 4.1.3

Leadership effectiveness

Ratings	No of Respondents	Percentage (%)
Strongly Agree	65	22
Agree	195	56
Neutral	37	22
Total	297	100

Interpretation:

From the above table it is clear that 22% respondents strongly agree and 56% agree that the leadership is effective in the company and 22% have no idea towards leadership.

As the management is taking care of the employees, 56% of the respondents agreed that the leadership is effective in the company.

Chart No: 4.1.3

Leadership effectiveness

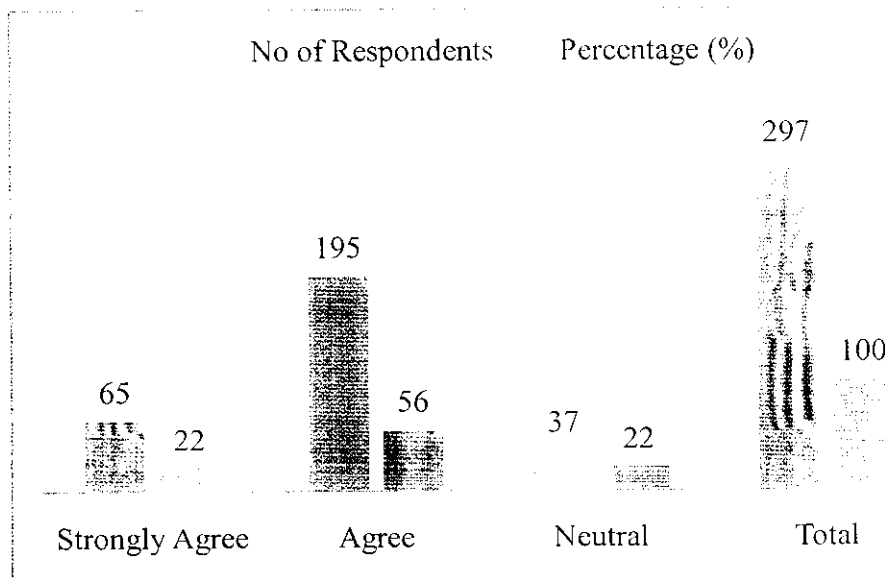


Table No: 4.1.4

Right job for the skill

Ratings	No of Respondents	Percentage (%)
Strongly Agree	79	27
Agree	120	40
Neutral	68	23
Disagree	17	6
Strongly Disagree	13	4
Total	297	100

Interpretation:

From the above table it is clear that 27% of the respondents strongly agree with the question "Employees are put on the right job for the skill" and 40% respondents agree with that and only 6% & 4% disagreed and 23% neither agreed nor disagreed.

It is inferred that 40% of the respondents agreed that employees are put on the right job for the skill since they are able to contribute the work.

Chart No: 4.1.4

Right job for the skill

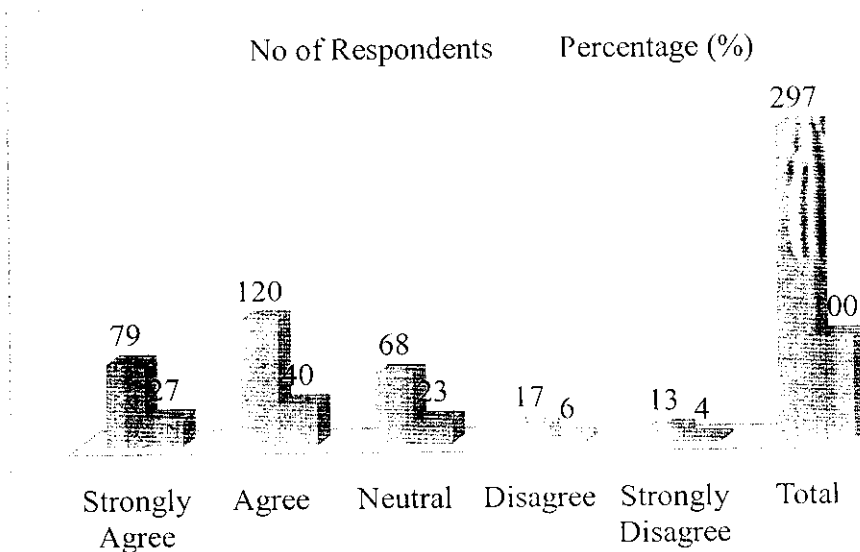


Table No: 4.1.5

Employees satisfaction towards expectations of the company

Ratings	No of Respondents	Percentage (%)
Strongly Agree	28	9
Agree	143	48
Neutral	87	29
Disagree	23	8
Strongly Disagree	16	6
Total	297	100

Interpretation:

From the above table it is clearly evident that 9% respondents strongly agree and 48% agree that employees are able to satisfy the expectations of the company and 8% disagree with that and 5.4% are strongly against with that and 29% have no idea towards the question.

Majority of the respondents agreed that employees are able to satisfy the expectations of the company as employees are having good involvement and commitment in their work.

Chart No: 4.1.5

Satisfy the expectations of the company

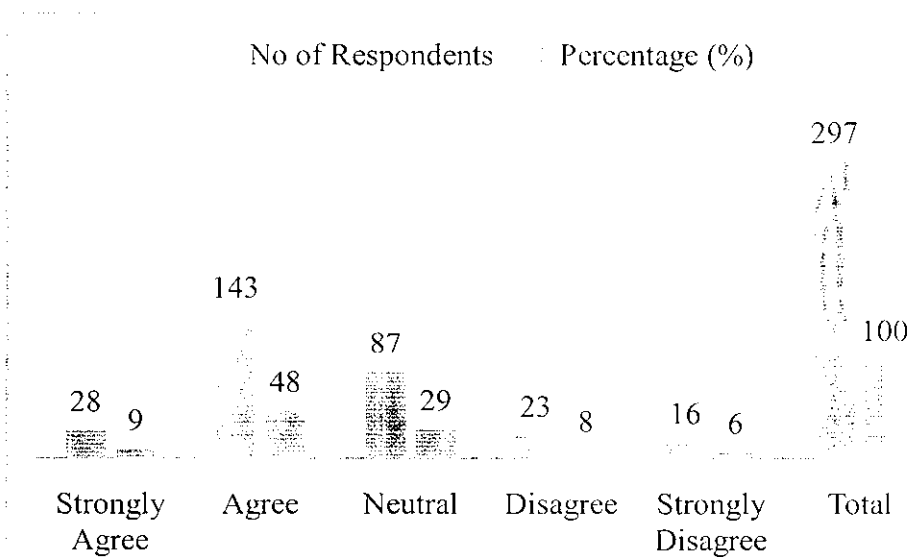


Table No: 4.1.6

Matching of Job profile with career aspiration

Ratings	No Of Respondents	Percentage (%)
Strongly Agree	57	19
Agree	164	55
Neutral	43	15
Disagree	22	7
Strongly Disagree	11	4
Total	297	100

Interpretation:

From the above table it is clear that 19% respondents strongly agree with the question “Employees job profile match with the career aspiration” and 55% agree and only 7% & 3% disagreed and 15% neither agreed nor disagreed.

Since employees job profile is matched with their career aspiration what is expected, it is inferred that 55% of the respondents agreed with the question.

Chart No: 4.1.6

Matching of Job profile with career aspiration

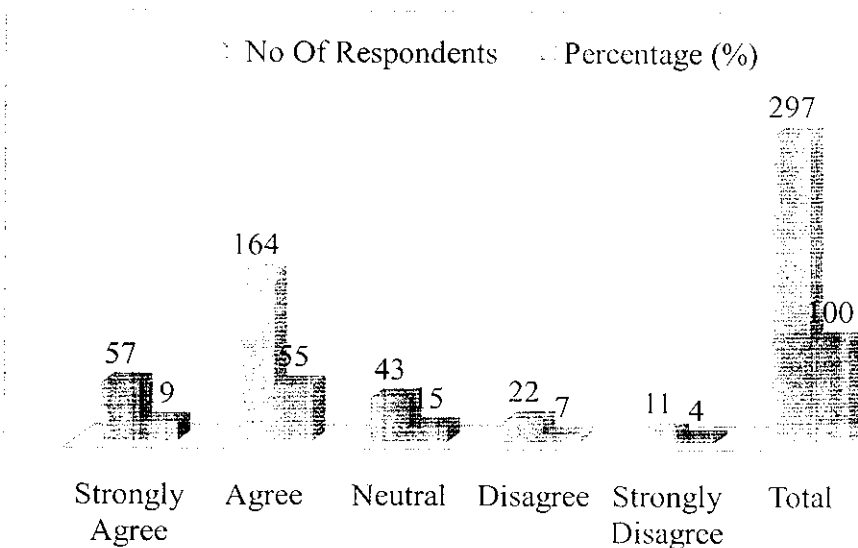


Table No: 4.1.7

Policies of the company

Ratings	No of Respondents	Percentage (%)
Strongly Agree	40	14
Agree	247	83
Neutral	10	3
Total	297	100

Interpretation:

From the above table it is clear that 14% of the respondents strongly agree with the question” The company has policies that are supportive and 83% agreed and 3% are against the policy is supportive for them.

It is inferred that majority of the respondents agreed as employees feel that the company policies are supportive to them.

Chart No: 4.1.7

Policies of the company

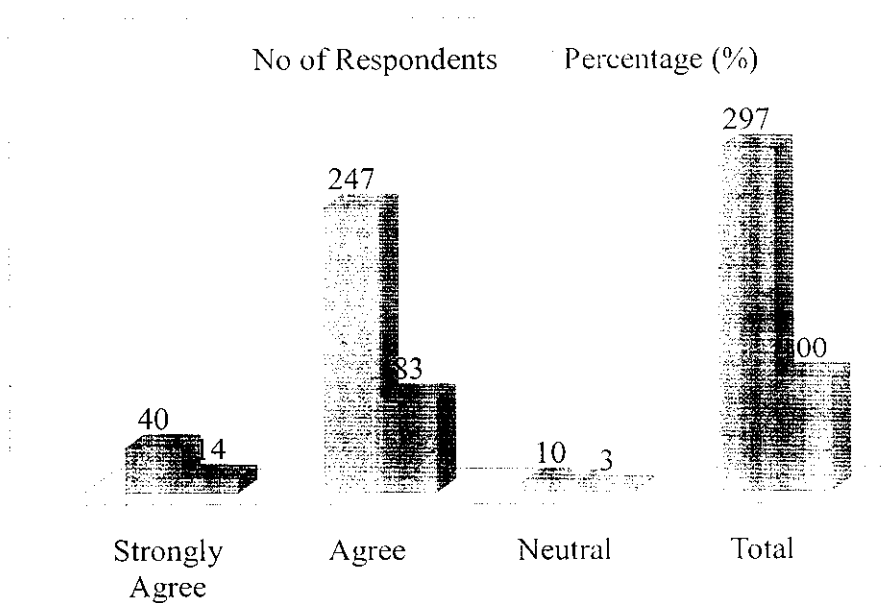


Table No: 4.1.8

Potential for Growth in the current position

Ratings	No of Respondents	Percentage (%)
Strongly Agree	69	23
Agree	162	55
Neutral	47	16
Disagree	19	6
Total	297	100

Interpretation:

From the above table it is clear that 23% respondents strongly agree that there is potential for growth in the organization and current position and 55% agree with that and 6% disagree with that and 16% have no idea towards the question.

Since employees feel that they can learn as well as grow, 55% of the respondents agreed there is potential for growth in the organization and current position.

Chart No: 4.1.8

Potential for Growth in the current position

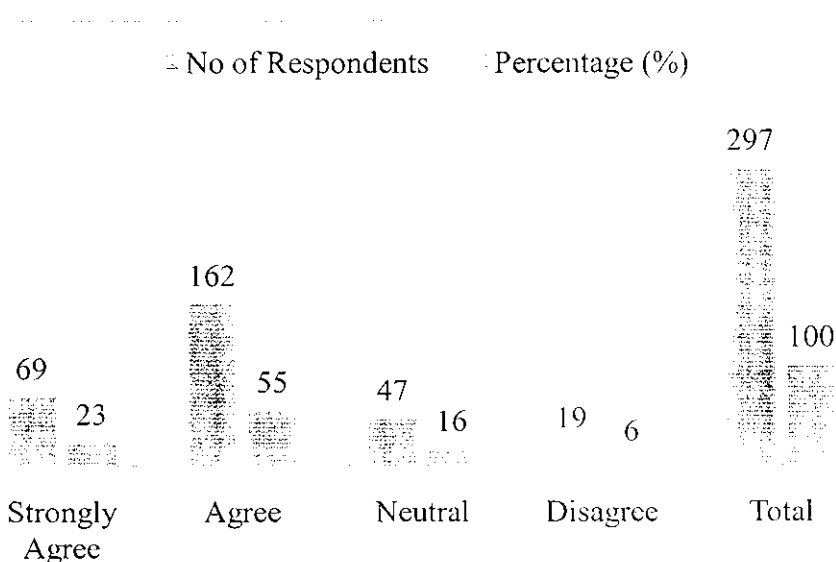


Table No: 4.1.9

Work environment

Ratings	No of Respondents	Percentage (%)
Strongly Agree	45	15
Agree	100	34
Neutral	71	24
Disagree	64	21
Strongly Disagree	17	6
Total	297	100.0

Interpretation:

From the above table it is clear that environment provided by the company as good as 15% and 34% respondents agree and only 21% & 6% disagreed and 24% neither agreed nor disagreed.

It is inferred that 34% of respondents agreed as the employees feel that provision of work environment is good.

Chart No: 4.1.9

Work environment

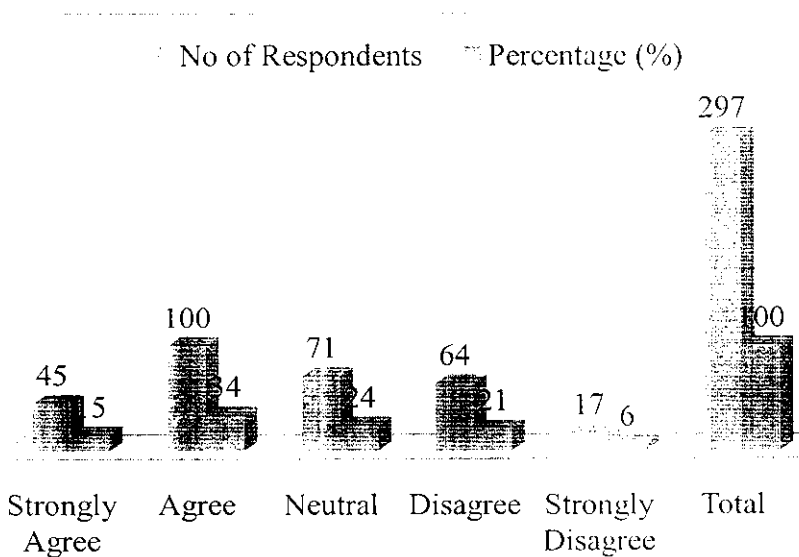


Table No: 4.1.10

Provision of Training programmes

Ratings	No of Respondents	Percentage (%)
Strongly Agree	32	11
Agree	117	39
Neutral	75	25
Disagree	49	17
Strongly Disagree	24	8
Total	297	100

Interpretation:

From the above table it is clear that 11% respondents strongly agree and 39% agreed that the training programmes offered by the company and 17% disagreed and 8% are not satisfied with the training programmes and 25 have no idea about it.

Since employees admit that provision of training programmes in the company is good, 39% of the respondents agreed.

Chart No: 4.1.10

Provision of Training programmes

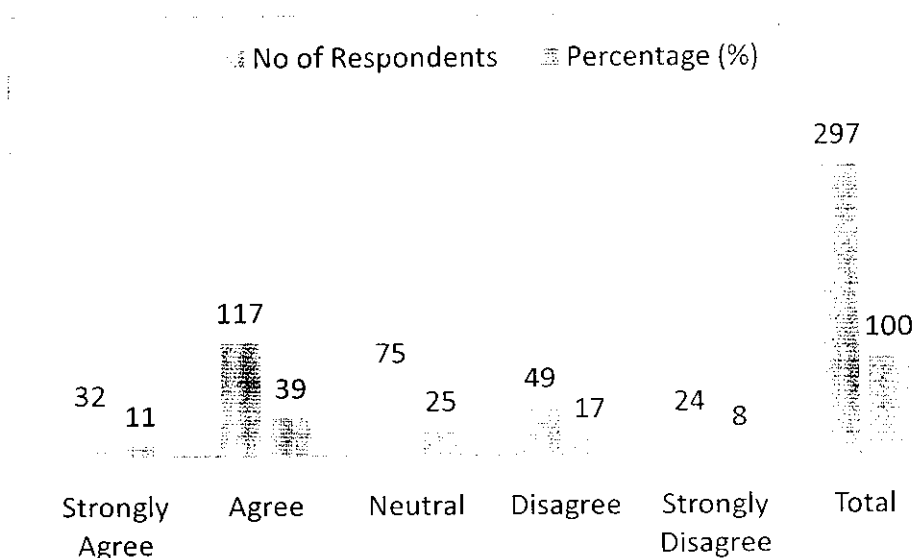


Table No: 4.1.11

Provision of welfare measures

Ratings	No of Respondents	Percentage (%)
Agree	105	35
Neutral	79	27
Disagree	82	28
Strongly Disagree	31	10
Total	297	100

Interpretation:

From the above table it is clear that employees are not satisfied with the welfare measures as more than 35% and 27% neither agreed nor disagreed.

It is inferred that 35% of the respondents disagreed as the employees consider that the welfare measures given by the company is good.

Chart No: 4.1.11

Provision of welfare measures

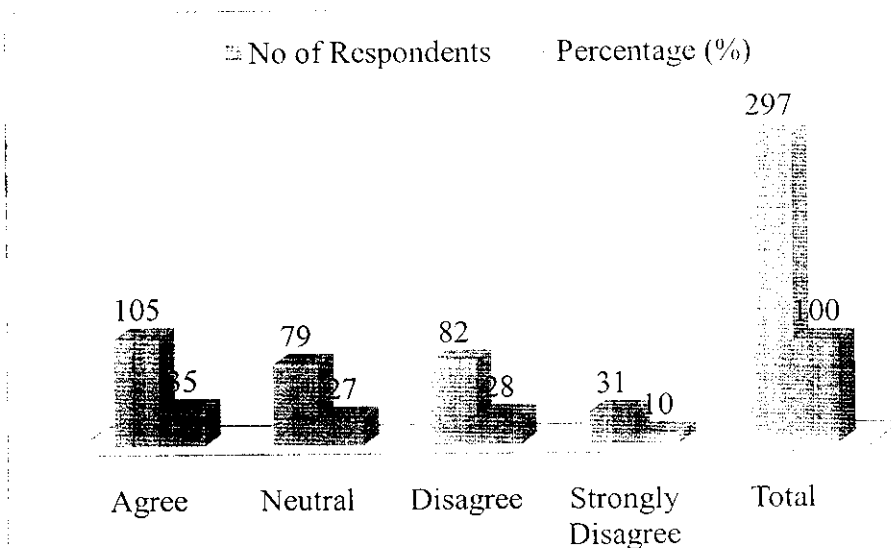


Table No: 4.1.12

Work load on the job

Ratings	No of Respondents	Percentage (%)
Strongly Agree	86	29
Agree	105	35
Neutral	56	19
Disagree	34	12
Strongly Disagree	16	5
Total	297	100

Interpretation:

From the above table it is quite clear that 12% of the respondents disagreed with the question "Work load during on the job is reasonable" and another 5% strongly disagreed, 64% admits the work load is not high and 19% have no idea towards work load.

Since employees feel that Work load during on the job is reasonable, 35% of the respondents agreed.

Chart No: 4.1.12

Work load on the job

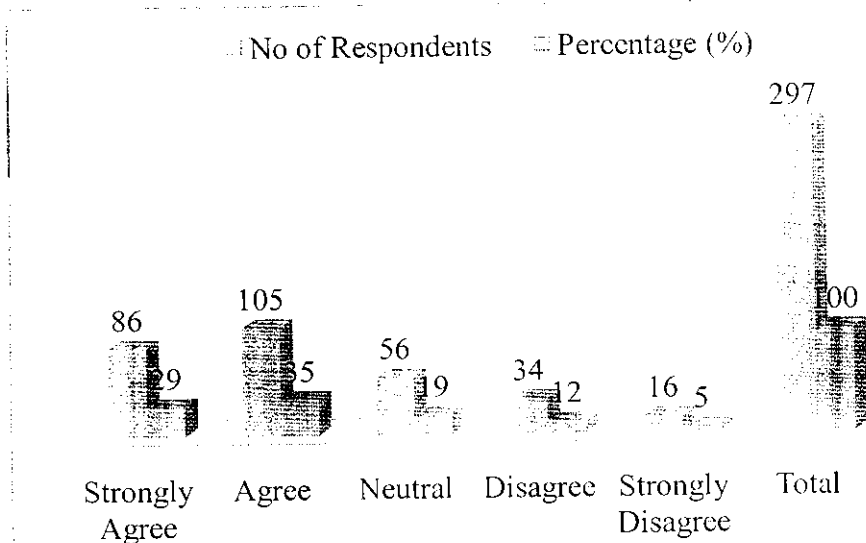


Table No: 4.1.13

Work timings

Ratings	No of Respondents	Percentage (%)
Strongly Agree	74	25
Agree	161	54
Neutral	31	11
Disagree	31	10
Total	297	100

Interpretation:

From the above table it is clear that 25% respondents strongly agree that I am satisfied with work timings and 54% agree with that and 11% neither agreed nor disagreed and 10% are against with the work timings.

54% of the respondents agreed as the employees feel comfortable in working with the shift timings.

Chart No: 4.1.13

Work timings

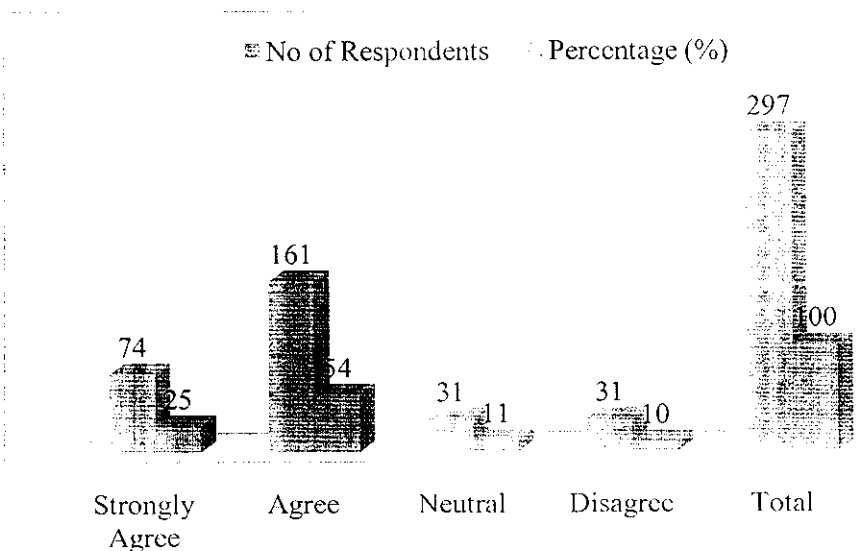


Table No: 4.1.14

Satisfaction of salary

Ratings	No of Respondents	Percentage (%)
Strongly Agree	80	27
Agree	101	34
Neutral	54	18
Disagree	39	13
Strongly Disagree	23	8
Total	297	100

Interpretation:

From the above table it is clear that 27% respondents strongly agree and 34% respondents agree that they are satisfied with salary for the work they do and only 18% have no idea about it and only 21% are not satisfied with the salary.

Since 34% of the respondents agreed as the employees admit that they are satisfied with the salary offered to them for the contribution for the company.

Chart No: 4.1.14

Satisfaction of salary

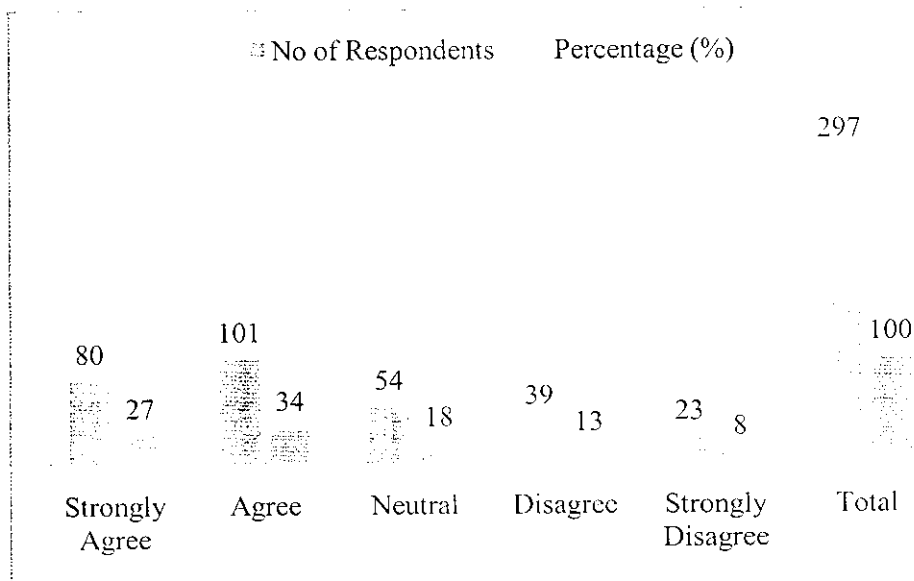


Table No: 4.1.15

Communication with colleagues and subordinates

Ratings	No of Respondents	Percentage (%)
Strongly Agree	98	33
Agree	121	41
Neutral	40	13
Disagree	27	9
Strongly Disagree	11	4
Total	297	100

Interpretation:

From the above table it is clear that Communication with colleagues and subordinates are good because 33% of the respondents strongly agreed to it and 41% agreed to it and only 13% disagreed and 13% of respondents have neither agreed nor disagreed.

It is inferred that 41% of the respondents agreed as employees have good Communication with colleagues and subordinates.

Chart No: 4.1.15

Communication with colleagues and subordinates

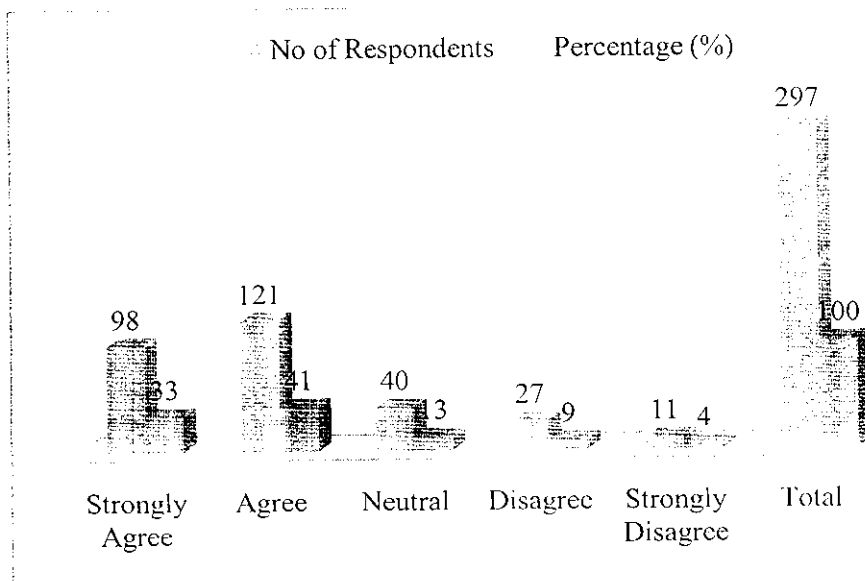


Table No: 4.1.16

Satisfied with Reward and Recognition for the work

Ratings	No of Respondents	Percentage (%)
Strongly Agree	39	13
Agree	129	43
Neutral	57	19
Disagree	37	13
Strongly Disagree	35	12
Total	297	100

Interpretation:

From the above table it is clear that 13% of the respondents strongly agree and 43% agree that they are satisfied with the Reward and Recognition for the work and achievements and 25% are not satisfied to it and 19% have no idea about it.

Since 43% of the respondents agreed as the employees are rewarded for the contribution to the company.

Chart No: 4.1.16

Reward and Recognition for the work

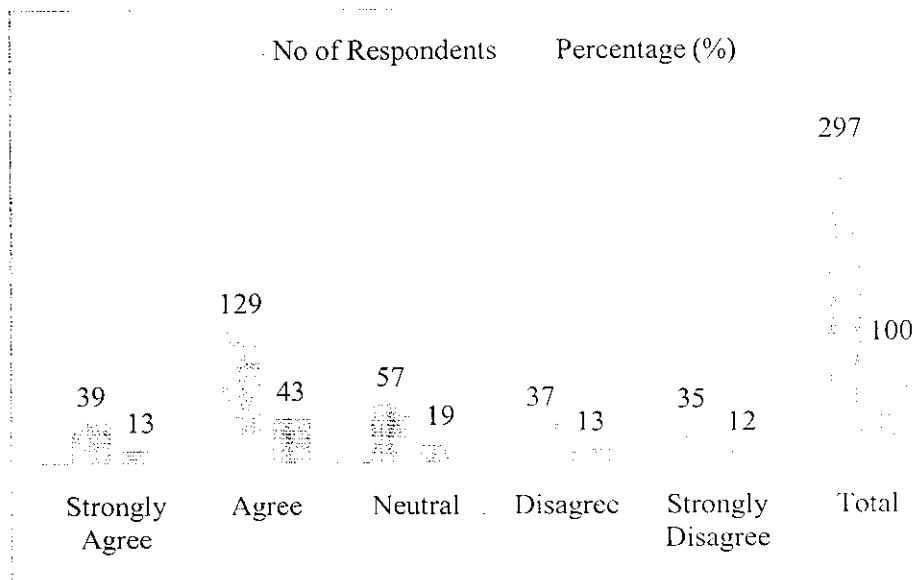


Table No: 4.1.17

Support and Encouragement from colleagues and subordinates

Ratings	No of Respondents	Percentage (%)
Strongly Agree	79	27
Agree	118	40
Neutral	51	17
Disagree	31	10
Strongly Disagree	18	6
Total	297	100

Interpretation:

From the above table it is clear that relation with subordinates is quite good as nearly 67% of the respondents agree that they are satisfied with the support and encouragement given by the subordinates and only 16% disagreed and 17% have no answer to this.

It is inferred that 40% of the respondents agreed as employees feel that they get support and encouragement from colleagues and subordinates.

Chart No: 4.1.17

Support and Encouragement from colleagues and subordinates

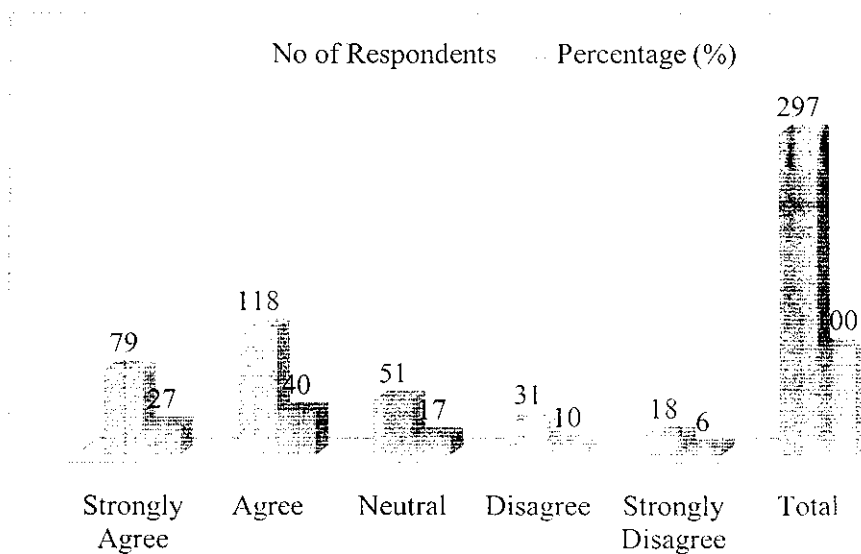


Table No: 4.1.18

Equity of compensation and benefits

Ratings	No of Respondents	Percentage (%)
Strongly Agree	53	18
Agree	127	43
Neutral	64	21
Disagree	39	13
Strongly Disagree	14	5
Total	297	100

Interpretation:

From the above table it is clear that 18% of the respondents strongly agree and 43% agree that they are satisfied with equity of compensation and benefits and 18% are not satisfied to it and 21% neither agreed nor disagreed.

Since the employees feel that they are satisfied with equity of compensation and benefits given by the company, 43% of the respondents agreed.

Chart No: 4.1.18

Equity of compensation and benefits

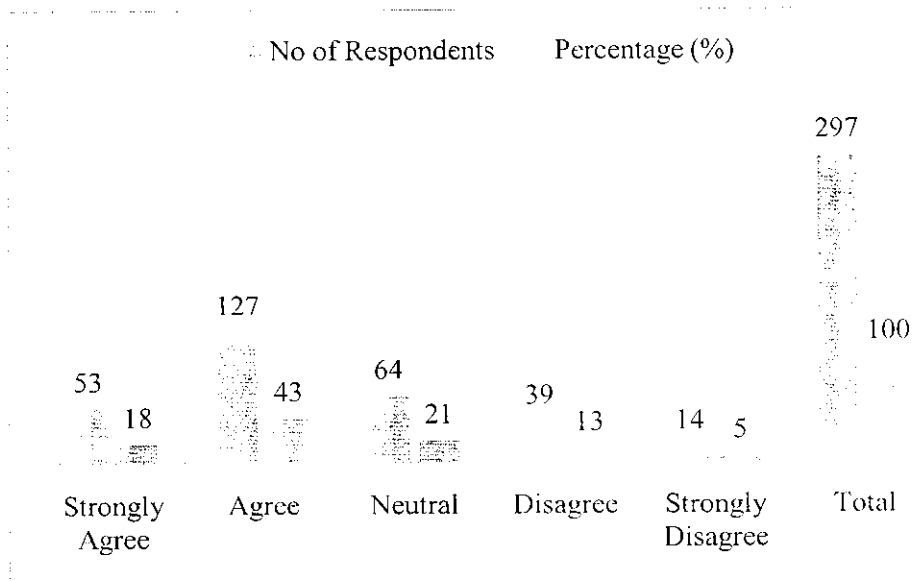


Table No: 4.1.19

Job security

Ratings	No of Respondents	Percentage (%)
Strongly Agree	77	26
Agree	138	47
Neutral	54	18
Disagree	28	9
Total	297	100

Interpretation:

From the above table it is quite clear that 26% of the respondents strongly agree and 47% agree with the question “I feel job security is in the company” and only 9% disagreed and 18% have no idea about it.

It is inferred that majority of the respondents agreed as the employees feel that job is secured in the company. So that they are not afraid about it and concentrating on the work.

Chart No: 4.1.19

Job security

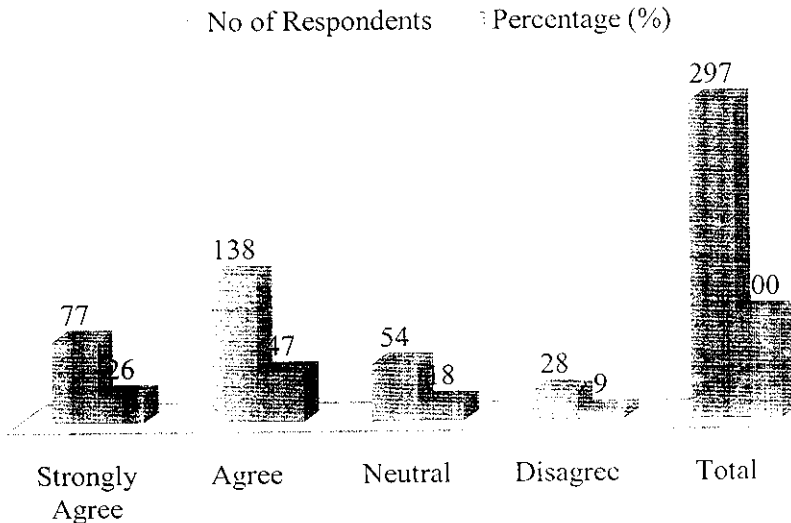


Table No: 4.1.20

Provision of leave plans

Ratings	No of Respondents	Percentage (%)
Strongly Agree	63	21
Agree	108	36
Neutral	61	21
Disagree	44	15
Strongly Disagree	21	7
Total	297	100

Interpretation:

From the above table it is clear that 21% of the respondents strongly agree and 36% agree that they are satisfied with leave plans given by the company and only 15% & 7% are not satisfied to it and 21% neither agreed nor disagreed.

Since the employees feel that they are satisfied with leave plans and benefits given by the management which makes them to involve more on work, 36% of the respondents agreed.

Chart No: 4.1.20

Provision of leave plans

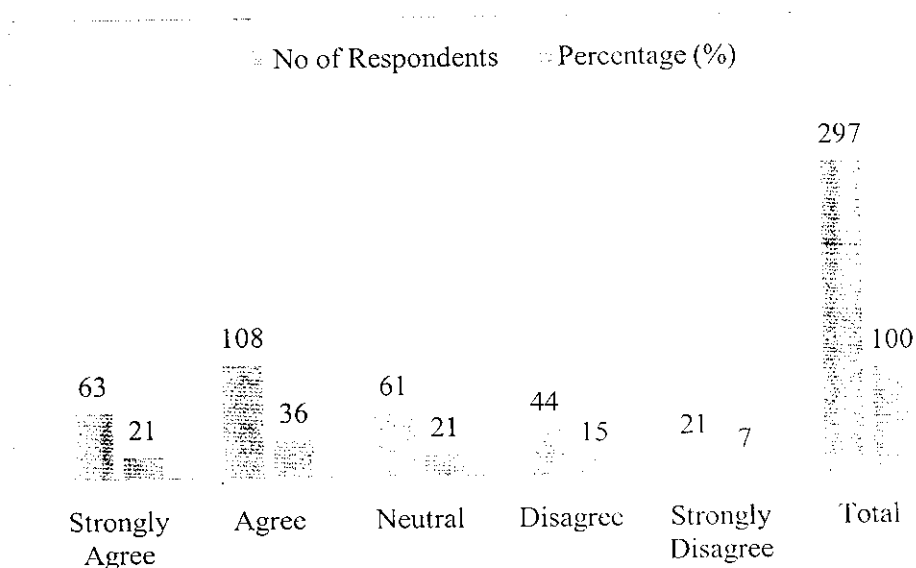


Table No: 4.1.21

Satisfaction level of profession

Ratings	No of Respondents	Percentage (%)
Strongly Agree	99	33
Agree	129	44
Neutral	27	9
Disagree	23	8
Strongly Disagree	19	6
Total	297	100

Interpretation:

From the above table it is clear that 33% of the respondents agree that they love their profession and 44% respondents agree with that and only 14% disagreed and 9% have no idea about the profession.

44% of the respondents agreed that they love their profession as the employees are able to satisfy the expectation of the company.

Chart No: 4.1.21

Satisfaction level of profession

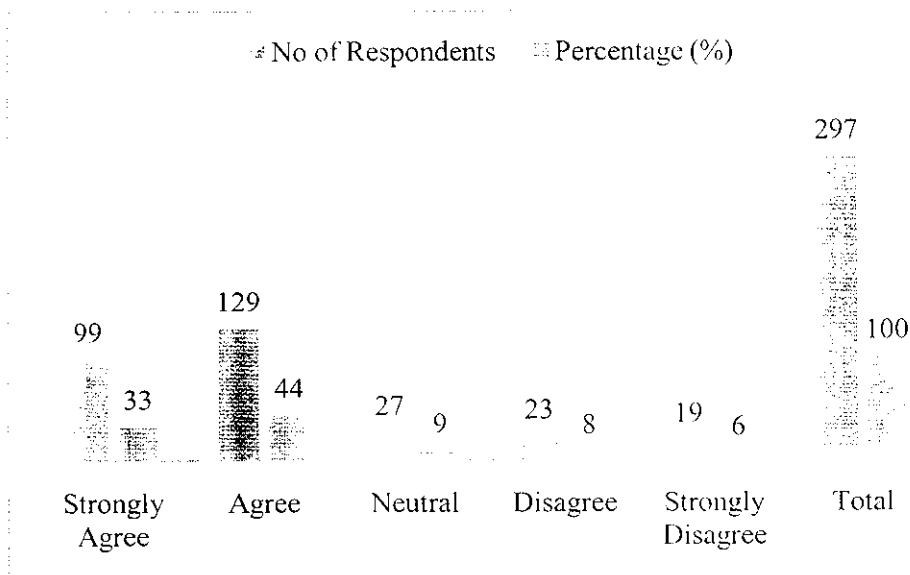


Table No: 4.1.22

Work life balance

Ratings	No of Respondents	Percentage (%)
Strongly Agree	49	16
Agree	97	33
Neutral	73	25
Disagree	52	17
Strongly Disagree	26	9
Total	297	100

Interpretation:

From the above table it is clear that 16% of the respondents strongly agree and 33% respondents agree with the question “I am able to keep a reasonable balance between work and personal life” and only 17% & 9% are not satisfied to it and 25% neither agreed nor disagreed.

It is inferred that 33% of the respondents agreed that they are able to keep a reasonable balance between work and personal life as the employees are able to prioritize the time and spend quality time with the family members.

Chart No: 4.1.22

Work life balance

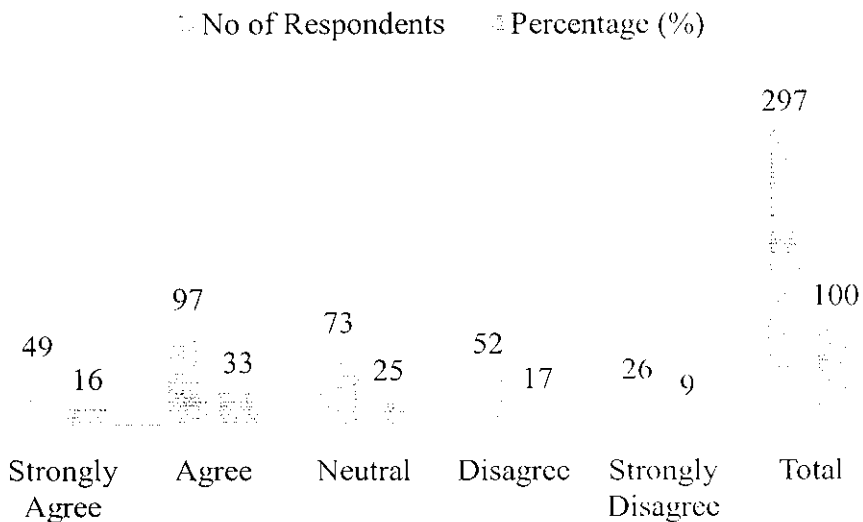


Table No: 4.1.23

Interest in work with new technologies

Ratings	No of Respondents	Percentage (%)
Strongly Agree	146	49
Agree	129	44
Neutral	22	7
Total	297	100

Interpretation:

From the above table it is clearly evident that 49% of the respondents agree that employees want to work in new technologies and 43% respondents agree with that and 7% are against with it.

49% of the respondents strongly agreed that employees want to work in new technologies as the employees are interested in working with it.

Chart No: 4.1.23

Interest in work with new technologies

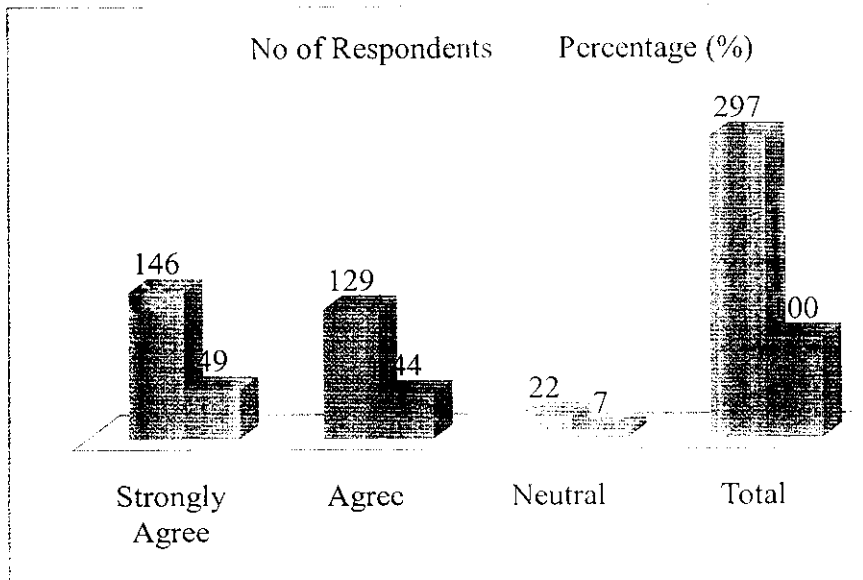


Table No: 4.1.24

Stress at work

Ratings	No of Respondents	Percentage (%)
Strongly Agree	31	10
Agree	46	16
Neutral	59	20
Disagree	99	33
Strongly Disagree	62	21
Total	297	100

Interpretation:

From the above table it is clear that 10% of the respondents agree and 16% respondents agree that they feel stress at work and 33% disagreed and 20% strongly disagreed and 20% neither agreed nor disagreed.

It is inferred that 33% of the respondents disagreed that they are stress at work as they admit work load is reasonable.

Chart No: 4.1.24

Stress at work

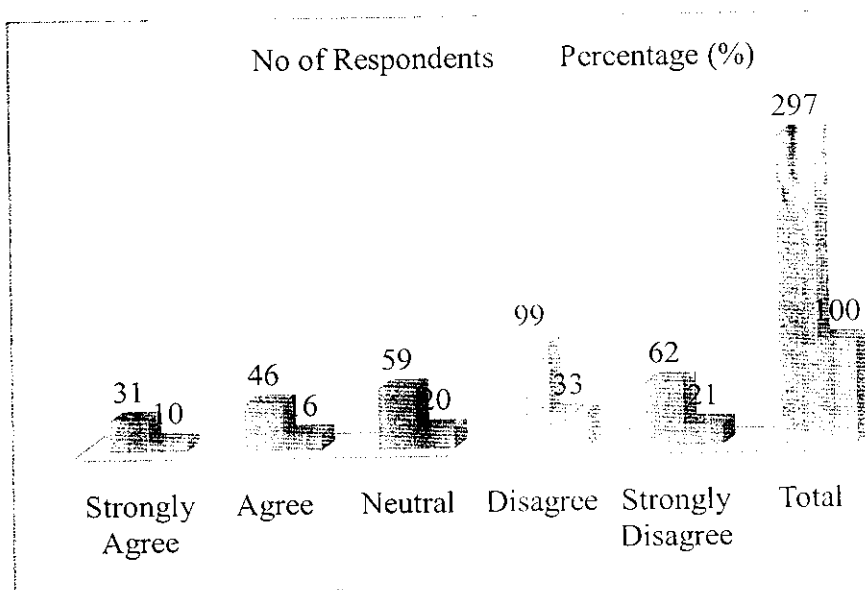


Table No: 4.1.25

Health issues

Ratings	No of Respondents	Percentage (%)
Agree	52	17
Neutral	43	14
Disagree	67	23
Strongly Disagree	135	46
Total	297	100

Interpretation:

From the above table it is clear that 46% of the respondents strongly disagree that health issues cause me to/ may cause me to leave the job and 23% disagreed with that and 14% neither agreed nor disagreed and 17% agreed to the question.

Since employees are given medical facilities and compensated for the injury, it is inferred that 46% of the respondents strongly disagreed that health issues cause them to/ may cause them to leave the job.

Chart No: 4.1.25

Health issues

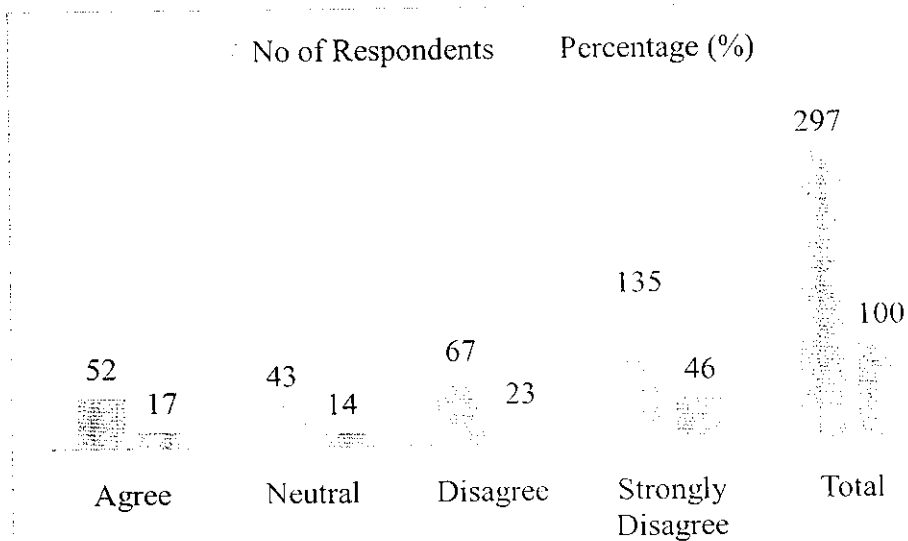


Table No: 4.1.26

Marriage issue

Ratings	No of Respondents	Percentage (%)
Strongly Agree	19	6
Agree	39	13
Neutral	59	20
Disagree	70	24
Strongly Disagree	110	37
Total	297	100

Interpretation:

From the above table it is clearly evident that 37% of the respondents strongly disagree that marriage may cause me to leave my job and 24% disagreed and 13% respondents agree with that and 20% have no idea about it.

It is inferred that 37% of the respondents disagreed that marriage may cause them to leave my job since they are not willing to go out of the company.

Chart No: 4.1.26

Marriage issue

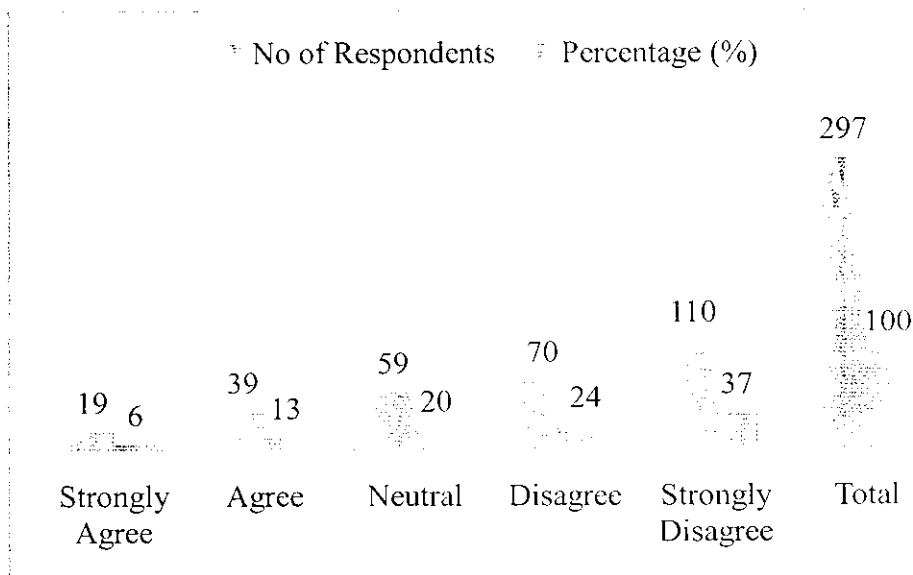


Table No: 4.1.27

Location of the company

Ratings	No of Respondents	Percentage (%)
Strongly Agree	138	46
Agree	88	30
Neutral	71	24
Total	297	100

Interpretation:

From the above table it is clear that 46% of the respondents strongly agree with the question “I am satisfied with the location of the company” and 30% respondents agree with that and 24% have no idea about it.

46% of the respondents are satisfied with the location of the company as it is located near the boarding point so that they are able to get bus all the time during the shift time.

Chart No: 4.1.27

Location of the company

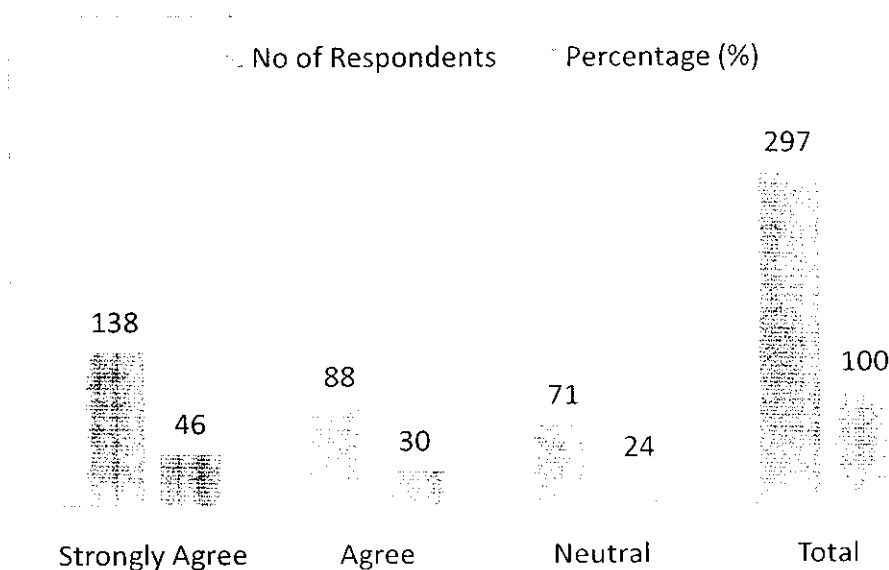


Table No: 4.1.28

Turnover Intention

Ratings	A		B		C	
	No of Respondents	Percentage (%)	No of Respondents	Percentage (%)	No of Respondents	Percentage (%)
Strongly Agree	38	13	20	7	-	-
Agree	71	24	19	6	23	7
Neutral	47	16	62	21	61	20
Disagree	101	34	82	28	61	20
Strongly Disagree	40	13	114	38	152	50
Total	297	100	297	100	297	100

Interpretation:

From the above table A it is clear that 24% of the respondents agree that they probably look for a new job in the next year and 34% disagreed to it. From table B, 28% of the respondents strongly disagree that they will likely actively look for a new job in the next year and 38% disagreed with it. From table C, 71% of the respondents disagree that they often think about quitting.

34% of the respondents probably look for a new job in the next year, while 71% are against with they often think about quitting. So that it is inferred that employees quitting the job become less.

Table No: 4.1.29

Job-Hopping

Ratings	A		B		C	
	No of Respondents	Percentage (%)	No of Respondents	Percentage (%)	No of Respondents	Percentage (%)
Neutral	45	15	-	-	-	-
Disagree	144	49	68	23	52	18
Strongly Disagree	108	36	229	77	245	82
Total	297	100.0	297	100	297	100

Interpretation:

From the above table A it is clear that 36% of the respondents strongly disagree that they switch jobs because colleagues do and 49% disagreed to it. From table B, 23% of the respondents strongly disagree that they tend to change jobs for no apparent reasons and 77% disagreed to it. From table C, 18% of the respondents strongly disagree that to them, switching jobs is kind of a fun and 82% disagreed to it.

49%, of the respondents are against that they switch jobs because colleagues do, while 82% disagreed that to them, switching jobs is kind of a fun. So it is inferred that leaving the job is not kind of fun for the employees.

4.2 CHI-SQUARE TEST

4.2.1 Test for association between Profession and Salary

The association between Profession and Salary is tested using Chi Square Test and the results are shown below.

Profession and Salary

		Salary					Chi square value	Significance
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
Profession	Strongly Agree	42	24	11	13	9	16	.001
	Agree	26	55	24	18	6		
	Neutral	5	11	6	3	2		
	Disagree	4	3	10	2	4		
		3	8	3	3	2		
Total		80	101	54	39	23		

H0:

There is no significant difference among respondents of various experience groups with regard to profession and salary.

H1:

There is significant difference among respondents of various experience groups with regard to profession and salary.

Interpretation:

Since the significant difference is less than 0.05, reject null hypothesis and accept alternate hypothesis which says, there is significant difference among respondents with respect to profession and salary.

4.2.2 Test for association Work Load and Stress

The association between Work Load and Stress is tested using Chi Square Test and the results are shown below.

Work Load and Stress

		Stress					Chi square value	Significance
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
Work Load	Strongly Agree	52	0	22	0	12	16	.000
	Agree	0	104	0	0	1		
	Neutral	0	0	55	0	1		
	Disagree	0	0	0	34	0		
	Strongly Disagree	6	1	0	0	9		
Total		58	105	77	34	23		

H0:

There is no significant difference among respondents of various experience groups with regard to work load and stress.

H1:

There is significant difference among respondents of various experience groups with regard to work load and stress.

Interpretation:

Since the significant difference is less than 0.05, reject null hypothesis and accept alternate hypothesis which says, there is significant difference among respondents with respect to work load and stress.

4.2.3 Test for association Work Timings and Work Life Balance

The association between Work Timings and Work Life Balance is tested using Chi Square Test and the results are shown below.

Work Timings and Work Life Balance

		Work Life Balance					Chi square value	Significance
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
Work Timings	Strongly Agree	7	41	19	6	1	12	.000
	Agree	42	34	35	32	18		
	Neutral	0	15	0	14	2		
	Disagree	0	7	19	0	5		
Total		49	97	73	52	26		

H0:

There is no significant difference among respondents of various experience groups with regard to work timings and work life balance.

H1:

There is significant difference among respondents of various experience groups with regard to work timings and work life balance.

Interpretation:

Since the significant difference is less than 0.05, reject null hypothesis and accept alternate hypothesis which says, there is significant difference among respondents with respect to work timings and work life balance.

4.2.4 Test for association Communication and Support

The association between Communication and Support is tested using Chi Square Test and the results are shown below.

Communication and Support

		Support					Chi square value	Significance
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
Communication	Strongly Agree	53	10	17	12	6	16	.000
	Agree	15	78	14	10	4		
	Neutral	8	16	11	3	2		
	Disagree	3	9	7	4	4		
	Strongly Disagree	0	5	2	2	2		
Total		79	118	51	31	18		

H0:

There is no significant difference among respondents of various experience groups with regard to communication and support.

H1:

There is significant difference among respondents of various experience groups with regard to communication and support..

Interpretation:

Since the significant difference is less than 0.05, reject null hypothesis and accept alternate hypothesis which says, there is significant difference among respondents with respect to communication and support.

4.2.5 Test for association Environment and Nature of Work

The association between Environment and Nature of Work is tested using Chi Square Test and the results are shown below.

Environment and Nature of Work

		Nature of Work					Chi square value	Significance
		Strongly Agree	Agree	Neutral	Disagree	Strongly disagree		
Environment	Strongly Agree	32	25	4	2	1	16	.000
	Agree	10	49	25	0	1		
	Neutral	0	54	25	7	2		
	Disagree	0	25	11	4	3		
	Strongly Disagree	0	8	4	3	2		
Total		42	161	69	16	9		

H0:

There is no significant difference among respondents of various experience groups with regard to environment and nature of work.

H1:

There is significant difference among respondents of various experience groups with regard to environment and nature of work.

Interpretation:

Since the significant difference is less than 0.05, reject null hypothesis and accept alternate hypothesis which says, there is significant difference among respondents with

4.3 WEIGHTED AVERAGE METHOD

The weighted average method has been applied in order to give weightage to each items under them and to rank them accordingly.

S.NO	PARTICULARS	WEIGHTED MEAN SCORE	RANK
1	Effective Selection	1.83	4
2	Provision of effective training	1.66	5
3	Career Development	2.34	1
4	Satisfactory working environment	1.93	3
5	Equity of compensation and benefits	1.16	8
6	Job Security	2.29	2
7	Reward and recognition of employee value	1.31	7
8	Welfare measures	1.40	6

- From the above table, we can clearly infer that “Career Development” has got the highest weighted mean score of 2.34. So it has garnered the maximum weightage and tops the ranking and “Job Security” has a mean score of 2.29 and is ranked in the second place.
- It can be noted that the statement “Equity of compensation and benefits” has the lowest weighted mean score of 1.16 among all the items and is ranked last.

CHAPTER V
FINDINGS, SUGGESTIONS AND CONCLUSION

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FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS

On the basis of analysis of data made through the interview schedule from the respondents the following points are noted.

- ❖ It is observed that 43% respondents belong to the age group of 18-25 years, and 29% respondents belong to the age group of 26-30 years.
- ❖ From the study it is evident that 32% of the respondents are married, while 70% of the respondents are single.
- ❖ It is found that 31% of the respondents have less than 1 year of experience.
- ❖ 52% of the respondents are educated up to diploma, and 34% of the respondents have completed UG.
- ❖ 54% of the respondents agree that they are happy with the nature of work.
- ❖ From the study it is observed that 56% respondents said that the leadership is effective in the company.
- ❖ It is found that 40% of the respondents agree that employees are put on the right job for the skill.
- ❖ It is observed that Majority of the respondents agreed that they are able to satisfy the expectations of the company.
- ❖ 55% respondents admitted that employees job profile match with their career aspiration.
- ❖ It is inferred that 83% of the respondents agree that the company has policies that are supportive.
- ❖ 55% agreed that there is potential for growth in the organization and current position.
- ❖ From the study we came to know that 34% respondents agree that the work environment provided by the company is good.
- ❖ 39% of the respondents said that training programmes offered by the company is good.

- ❖ It is inferred that 35% disagreed that the welfare measures given by the company is good.
- ❖ 35% respondents agree that work load during on the job is reasonable.
- ❖ Majority of the respondents agreed as the employees feel that they are satisfied with work timings.
- ❖ 34% agreed that they are satisfied with salary for the work they do.
- ❖ Communication with colleagues and subordinates are good because 41% of the respondents strongly agreed to it
- ❖ 43% of the respondents agree that they are satisfied with the Reward and Recognition for the work.
- ❖ From the study we came to know that 40% agreed that they are satisfied with the support and encouragement given by the subordinates.
- ❖ 43% of the respondents admitted that they are satisfied with equity of compensation and benefits.
- ❖ It is observed that 47% respondents agree that job security is in the company.
- ❖ 36% agreed that they are satisfied with leave plans given by the company.
- ❖ 44% of the respondents agree that they love their profession.
- ❖ It is inferred that 33% of the respondents agreed that they are able to keep a reasonable balance between work and personal life.
- ❖ Majority of respondents agreed that employees want to work in new technologies.
- ❖ 33% respondents admitted that they feel stress at work.
- ❖ It is inferred that 46% disagreed that health issues cause them to/ may cause them to leave the job.
- ❖ 37% of respondents disagree that marriage may cause them to leave the job.
- ❖ Majority of the respondents said they are satisfied with the location of the company.

- ❖ Since there is significant difference among respondents with respect to profession and salary, Salary is varied based on the job profile.
- ❖ Since there is significant difference between work load and stress, the respondents feel stress during the workload given is high.
- ❖ Since there is significant difference among respondents with respect to work timings and work life balance, the respondents feel that they are unable to work life balance

- ❖ Since there is significant difference among respondents with respect to environment and nature of work, nature of work differs because of environment.

- ❖ “Career Development” has got the highest weighted mean score of 2.34. So it tops the rank 1, while “Equity of compensation and benefits” has the lowest weighted mean score of 1.16 among all the items and is ranked last.

5.2 SUGGESTIONS AND RECOMMENDATIONS:

On the basis of analysis made and findings arrived, the following suggestions for the improvement.

System-related factors

- ❖ The company should concentrate on welfare facilities, as right now they are facing shortage problem with bathroom and toilet requirements and under take measures to bring out changes in the rest room facilities and drinking water. This may indirectly motivate the employees.
- ❖ The leave benefits and medical facilities must reach the employees properly which will improve their interest in the work.
- ❖ Provision of Work Environment should be taken care of for the employees so that they feel more comfortable on the work place to contribute their best and productivity will be increased.
- ❖ The workload faced by the employees should be minimized, so that their health can be maintained and avoid stress.
- ❖ The external training can be sponsored for the employees if required, so that they learn and develop their skills and they will be able to satisfy the expectations of the company.
- ❖ Employees require more support and encouragement from the colleagues and subordinates for the work they do since many of them are not satisfied with it. So that employees will have involvement and commitment in work and they will be confident of abilities to succeed their job and their work will give a sense of personal accomplishment.

Personal factors

- ❖ The management should take care on work life balance, such that the workers personal work life doesn't get affected. Employees should schedule out time in advance and determine priorities to maintain work life balance so that they will be able to spend quality time with my family.

- ❖ The management should encourage employees to involve in extracurricular activities once in a week. Such that they can get relief from work and remove their stress and refresh them into work.

- The employees should be valued as part of organization irrespective of gender.

- Most of the employees are leaving the concern for the better growth, so the management can offer career opportunities to avoid leaving after the training over.

- The company should concentrate on how to retain the workers by providing growth opportunities, job security, satisfactory working environment, provision of training, welfare facilities and other retention factors.

5.3 CONCLUSION

This study has been undertaken to find out the attrition among all the employees in **Sakthi Auto Component Ltd.** The findings highlight the satisfaction of the employees with regarding various factors. The findings will enable the HR to frame suitable policies to enhance the level of satisfaction of employees and thereby to reduce the employee attrition.

The reason behind the success of company is its efficient Human resources. Sakthi Auto Component Ltd has realised the importance of Human resources and has taken utmost care of employees.

Sakthi Auto Component Ltd will keep up reputation and receive many more awards in years to come. The right steps at right place taken by the company have always helped and will help the company to move up in the success line.

Thus the Company holds a good asset –“THE EMPLOYEES FORCE” – which will tend hands to drive the company to reach its many more heights.

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APPENDIX

QUESTIONNAIRE

A STUDY ON CAUSES OF EMPLOYEE ATTRITION IN SAKTHI AUTO COMPONENT LTD, TIRUPUR DISTRICT

OBJECTIVE: To find the cause of attrition based on the view of the employees.

Age : 18-25 26-30 31-35 36-40 above 41

Gender : Male Female

Marital Status : Married single

Educational Qualification : 10th 12th Diploma UG PG

Work Experience : < 1yrs 1-2yrs 2-5yrs 5-10yrs > 10yrs

**STATE YOUR DEGREE AGREEBILITY BASED ON THE FOLLOWING FIVE POINT
SCALE**

1	2	3	4	5
Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree

S.NO	PARTICULARS	1	2	3	4	5
1. Business-related factors						
1	I am happy with the nature of work.	1	2	3	4	5
2	The leadership is effective in the company.	1	2	3	4	5
3	Employees are put on the right job for the skill.	1	2	3	4	5
4	Employees are able to satisfy the expectations of the company.	1	2	3	4	5
5	Employees job profile match with your career aspiration.	1	2	3	4	5
2. System-related factors						
6	The company has policies that are supportive.	1	2	3	4	5
7	There is potential for growth in the organization and your current position.	1	2	3	4	5
8	How do you feel about work environment in the company?	1	2	3	4	5
9	I am satisfied with the training programmes offered by the company.	1	2	3	4	5
10	How do you feel about welfare measures provided by the company?	1	2	3	4	5
11	Work load during on the job training is reasonable.	1	2	3	4	5
12	I am satisfied with work timings.	1	2	3	4	5
13	I am satisfied with salary for the work you do.	1	2	3	4	5
14	How do you feel about communication with colleagues and subordinates?	1	2	3	4	5
15	I am satisfied with the Reward and Recognition for the work and achievements.	1	2	3	4	5
16	How do you feel about support and encouragement given by the subordinates?	1	2	3	4	5
17	I am satisfied with equity of compensation and benefits.	1	2	3	4	5
18	How do you feel about job security in the company.	1	2	3	4	5
19	I am satisfied with leave plans given by the company.	1	2	3	4	5
3. Personal factors						
20	I love my profession.	1	2	3	4	5
21	I am able to keep a reasonable balance between work and personal life.	1	2	3	4	5

22	Employees want to work in new technologies.		1	2	3	4	5
23	How do you feel about stress at work?		1	2	3	4	5
24	Health issues cause me to/ may cause me to leave my job.		1	2	3	4	5
25	Marriage (moving with spouse) may cause me to leave my job.		1	2	3	4	5
26	I am satisfied with the location of the company.		1	2	3	4	5
27	Turnover Intention						
	A	I probably look for a new job in the next year.	1	2	3	4	5
	B	I will likely actively look for a new job in the next year.	1	2	3	4	5
	C	I often think about quitting.	1	2	3	4	5
28	Job-Hopping						
	A	I switch jobs because my colleagues do so.	1	2	3	4	5
	B	I tend to change jobs for no apparent reasons.	1	2	3	4	5
	C	To me, switching jobs is kind of a fun.	1	2	3	4	5

29. Out of the following human resource factors/elements, which influence the retention of employees? Please rank the top eight factors (1-5) in order of their importance with 1 being the most important.

S.NO	PARTICULARS	1	2	3	4	5
1	Effective Selection	1	2	3	4	5
2	Provision of effective training	1	2	3	4	5
3	Career Development	1	2	3	4	5
4	Satisfactory working environment	1	2	3	4	5
5	Equity of compensation and benefits	1	2	3	4	5
6	Job Security	1	2	3	4	5
7	Reward and recognition of employee value	1	2	3	4	5
8	Welfare measures	1	2	3	4	5

THANQ YOU

