A STUDY ON EMPLOYEE TURNOVER IN ROOTS INDUSTRIES LIMITED

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A PROJECT REPORT

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For the award of the degree

of

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DECLARATION

I, hereby declare that this project report entitled as **"A study on employee turnover"** in Roots Industries Private Limited, Coimbatore has been undertaken for academic purpose submitted to Anna University in partial fulfillment of the requirements for the award of the degree of Master of Business Administration. The project report is the record of the original work done by me under the guidance of Dr.K.Chitra during the academic year 2006- 2007.

I, also declare hereby, that the information given in this report is correct to best of my knowledge and belief.

Date : 01 · 06 · 2007

Place: COIMBATORE

(P.Kavitha)

SL. No. : __1929__   Date : __12 · 06 · 07__

PROJECT / INPLANT TRAINING / INTERNSHIP CERTIFICATE

his is to certify that Mr. / Ms. __P · KAVITHA ·__

__M · B · A II__ year student of __K · C · T · BUSINESS__

__SCHOOL ·__   has done / undergone / a Project / Inplant training / Internship on

__" A STUDY ON EMPLOYEE TURNOVER "__

_____ in our __ROOTS INDUSTRIES LIMITED__   during

e period from __JAN '07__ to __APRIL '07__

uring this period his / her conduct was __GOOD__

(AVIDASAN)

ENERAL MANAGER - CORPORATE HRD.

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EXECUTIVE SUMMARY

Employee turnover refers to the shifting of the work force into and out of the organization. In other words, it is a measure of the extent to which old workers leave and new workers enter the service of a concern in a given period. Employee turnover causes instability of employment apart from being a measure of the morale and efficiency or otherwise of employees. In recent time employee turnover is one of the major problem faced by the industrial sectors. This study was conducted in Roots Industries Limited, Coimbatore with the objective of finding out the reasons for employee turnover and to identify the gap between expectation and satisfaction level of employees.

A high rate of employee turnover is bad both for the employees and the industry. Hence efforts should be taken to reduce it. In this study the existing rate of Employee turnover is analyzed. Further the perception of Employers regarding the factors leading to Employee turnover and the gap between expectation and satisfaction level of employees were identified.

The descriptive method of research was used. SPSS is used for analyzing the data collected. Samples of one hundred and ten employees were identified from the universe of 210 Employees by using lottery method at Roots Industries Limited. This method was extracted from the work of Krejcie and Morgan. The study relies on both primary and secondary data. The primary data was collected through direct questionnaires in tamil from the employees. The secondary data consists of the files and records of the organization, books, journals and internet sources.

The perception of employers regarding employee turnover were identified by number of factors such as distance, lack of good working condition, mismatch between the job and the person, inadequate training, lack of advancement and growth opportunities, lack of recognition, and so on. The major factors which lead to employee turnover were identified by rank analysis and chi-square test is done for the top ten factors. The gap between expectation and satisfaction level of employees were identified through t-test.

Analysis shows that the main reason for leaving the organization is lack of recognition, followed by mismatch between the job and the person, lack of advancement and growth opportunities, low salary and heavy work load. The findings will enable HR department to frame suitable policies to enhance the level of satisfaction of employees and there by will lead to reduce the employee turnover.

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INTRODUCTION

1.1 Background of the study

Employee turnover has been defined as "the rate of change in the working staff of a concern during the definite period". In other words, it is a measure of the extent to which old workers leave and new workers enter the service of a concern in a given period.

Turnover costs for many organizations are unacceptably high. When the direct and indirect costs associated with employee separation, replacement, and training are accurately compiled, it is not uncommon for even medium-sized companies to lose several millions a year resulting from employee turnover.

There are many potential causes for turnover. The economic conditions, as well as other factors such as working conditions, affect general turnover rates. The general causes for involuntary turnover are difficult to directly manage and causes for voluntary turnover in a given organization are non-competitive compensation, high stress, unpleasant physical or interpersonal working conditions, monotony, and poor direct supervision.

The intangible costs associated with high employee turnover is however impossible to calculate, they are very real and very significant. The emotional and physical effects of a high turnover rate can create decreased levels of employee morale and employee synergy, decrease productivity, and create higher employee tension and stress. Simply put, high turnover takes much of the fun out of work.

A scientific system of recruitment, selection and placement, the provision of vocational guidance facility, enlightened supervision, Proper recognition, right job for the right person, Proper advancement and growth opportunities, reasonable salary and the development of two way communication system between the management and the employees will help to reduce the rate of employee turnover. Reduced rate of employee turnover will lead to increased production and decrease in wastage. This will ultimately lead to more profit to the organization.

This study has been carried out in Roots Industry Limited. Since the employee turnover rate is high and too costly it becomes necessary to identify the reasons for it. From this study the organization will come to know the opinion of the employees that which factors will lead to employee turnover and whether they are satisfied with the facilities provided or still need some more improvements in it.

1.2 Review of literature

Bamford, et.al(2003)[1] investigates turnover and find out why staff left and whether factors identified in the literature with regards to improving turnover were pertinent to the organization. The author also investigated staff groups with high turnover - staff with less than 12 months service, and the unqualified staff group - to ascertain whether there were any reasons for leaving or areas of dissatisfaction particular to these groups. The outcomes of the research complied with much of the published research with some interesting differences. He found that the main reasons for leaving were identified as moving house, promotion or career development and taking up education and training opportunities elsewhere. There was no evidence of 'level of pay', commonly given as a significant influence behind turnover, as a reason for leaving. It was also found that the retention strategies identified in the published research were mainly applicable to the research, with evidence to support the improvement of line management skills, training and development, career development, appraisal, communications and induction in order

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[1] Bamford, David Hall, Catherine. (2003). "Employee turnover in industrial Services", Journal of Health Services and Management Research, Volume 20, pp. 9-21.

to reduce turnover. There was less evidence for introducing work-life balance policies, improving communications, pay and working relationships as retention strategies. Recommendations for future management of employee turnover within the industry and elsewhere are made, with observations about the validity of some existing models. The core contribution of this research is in adding to the body of knowledge about employee turnover issues. Specific recommendations for future research are made.

Peter Boxall (2004)[2] feels that the importance of skill formation has been widely acknowledged in recent years, the issue of skill retention has been relatively neglected. Employers see little point in raising skills in sectors where a high proportion of individuals will leave, yet failure to invest in training and development may contribute to higher employee turnover. Drawing upon an extensive literature review, this paper develops a conceptual model of employee turnover and retention that distinguishes in the processes affecting an individual's intention to quit, and actual separation from the job. Potential solutions that might reduce the quit rate and retain skilled employee are proposed. Build critical retention leadership skills that have a direct impact on retention. Develop strong, competent and confident leaders who will be seen by employees as a reason to stay. Retention Leadership Programs such as develop leader retention skills, Boost leader performance, Ensure leaders become a reason to stay, Build a culture of retention.

Jonathan Winterton (2004)[3] in his study reports market, the results also show that there is a strong employee expectation that management should make personnel decisions based on merit, demonstrate that extrinsic rewards (such as pay, promotion and security) play a role in both employee retention and turnover, lend support to the idea that there is growing concern with work-life balance, and underline the retention value of good relationships with co-workers and supervisors. The results demonstrate that employee

[2] Peter Boxall. (2004). "A conceptual model of employee turnover and retention" Journal of Employee Retention Strategies, Volume 7, pp. 371 – 390.

[3] Jonathan Winterton (2004). "The Causes and Consequences of Leaving and Staying of Employers", Human Resource Development International, Volume 10, pp. 474 – 480.

turnover is not risk less for individuals: some benefit a lot (for example, in finding worthwhile promotion), while others do badly out of it. The study offers suggestions for improving retention in firms with dysfunctional employee turnover.

Ritson, et.al (2004)[4] has undertaken a study on explore the issues relating to employee turnover due to health problems. The scope of this paper is the issue of health problems in shift workers in administrative environments. The method was to use case study organizations which had introduced shift work and discover from semi-structured interviews of staff what the effects had been. Findings are given as, employees opted for shift work, especially women and especially for a night or evening shift, anticipated problems of absenteeism and employee turnover and low performance related to health issues were not present. Research limitations are the design was limited to two organizations which gave access; this may have been because they were able to report positive outcomes. A broader survey may uncover negative aspects which this paper could not. Practical implications are the concerns over health cannot be transferred to an administrative environment. This may encourage organizations to introduce more shift patterns, given full employee involvement from the outset. Finally the author suggested that the concerns have to be taken care over health uncovered.

Carmeli Abraham, et.al (2005)[5] has undertaken a study to understanding work attitudes, behaviours and outcomes regarding turnover intentions, little has been done to explore it across different professions. This study takes a step in this direction and examines the effect of affective commitment, job satisfaction and job performance on turnover intentions across three professions. To this end, we surveyed three professional groups of employees and managers: financial officers and social workers employed in the public sector and lawyers employed in the private sector. The results of these three

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[4] Ritson., Neil Charlton and Mark (2004). "Employee turnover due to health and shiftworking", Journal of Managerial Psychology, Volume 21, pp.131-144

[5] Carmeli Abraham., Weisberg and Jacob (2005). "Exploring turnover intentions among three professional group of employees", Journal of Human Resource Development, Volume 9, pp.191-206

studies show that turnover intentions vary across these professions. Social workers exhibit lower turnover intentions than financial officers and lawyers, who tend to exhibit high turnover intentions. In addition, we found that job satisfaction and affective commitment are negatively associated with turnover intentions, while no significant relationship was found to exist between job performance and turnover intentions. The implications of this study suggest that both researchers and practitioners should take into consideration not only the organizational context, but also the occupational context while exploring the process of voluntary turnover.

Tony Elger, et.al (2005)[6] has undertaken an on-going research on employee-management relations in transnational companies within a new town in the English Midlands. The paper examines the issue of employee turnover and the management of employee retention using two contrasting case examples from Japanese TNCs. This paper seeks to contextualize management decision-making with regard to employee turnover through a political economy and firm-level analysis. At the macro-level we highlight a shift from using wages and strong internal employee markets (bureaucracy) as employee retention mechanisms, towards an inter-firm collusion on wages, non-poaching and union-avoidance. At the micro-level these strategies are matched with firm-level HRM policies of careful one employee selection, company paternalism, segmentation of the employee force into temporary and permanent group and accommodation to higher levels of employee turnover to balance product demand and employee supply.

Owens-Kurtz, et.al (2006)[7] dealt with Psychology literature on turnover and attrition. Sections include in this study are turnover model development and model testing, work investigating demographic, Psychological, and work-related predictors of turnover/attrition and studies involving attrition from college and military training

[6]Tony Elger., Chris Smith., Maria Daskalaki and Donna Brown (2005) "Employee turnover and management retention strategies", International Journal of Human Resource Management, Volume 15, pp.371-396

[7] Owens-Kurtz., Cynthia K., Borman., Walter C and Peterson (2006) "Voluntary employee turnover", personnel decision research, Volume 19, pp.243-249.

programs. Attrition from the Naval Reserve Officer Training Corps scholarship program typically runs about 50 percent over the tenure of a cohort group. In this view of the considerable cost of the scholarship program, a reduction in attrition could have substantial financial impact for the Navy. A number of the studies reviewed suggest that there are individual difference and organizational variables which relate to voluntary turnover. Among the individual difference variables are personality factors, interests, biographical information, job satisfaction, and organizational commitment. Organizational variables include such factors as supervisory style, size of work group, job challenge, and clarity of work role. Based on results of this literature search, it appears that certain individual difference and organizational variables should be evaluated further for potential application in reducing attrition.

Simon Booth, et.al (2006)[8] aims to identify key variables that influence the variability of employee turnover. The approach used in this research is a case study of a major retailer. The key data sources are an index for local competitive and employee market factors, an annual employee survey, and internal employee turnover data for each unit of the retailer. The method used for analysis is stepwise regression which identifies the key relationships that predict employee turnover. The findings show that environmental factors such as local employee market have a major influence on employee turnover. Organizational factors such as company culture and values are having a significant influence. Management behaviors as seen through operational and control variables are also of importance. Individual employee variables are also important in decisions concerning turnover. There are other factors which are not assessed in this paper which also contribute to employee turnover. This study is restricted to one organization and statistical generalizations cannot be made from this research. Practical implications are a significant paradox is found in which, as employees become more embedded and familiar with the organization, its valency for them diminishes and employee turnover increases. This poses a challenge for retailers, how can they retain valued employees who find that as their self-esteem increases they wish to search for

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[8] Simon Booth and Kristian Hamer (2006) "employee turnover in the retail industry" International Journal of Retail & Distribution Management, Volume 35, pp. 289 – 307.

better jobs in another company. Originality value of this research uses a statistical approach to provide new findings concerning the attitudes of individuals to their work and good explanations of the factors involved in employee turnover. It also provides statistical predictions which could be used by managers who wish to improve performance and decrease employee turnover at the retail unit level.

Borman (2006)[9] investigates the relationship between organisational change and employee turnover. It proposes a mechanism for how widespread change translates into individual decisions to quit, and corroborates four relevant hypotheses. This study also illustrates the importance for managers of understanding avoid ability, the extent to which turnover decisions can be prevented and concludes with a research agenda, encapsulated by a model describing the relationship between organisational change and turnover.

Robert T. Keller (2007)[10] demonstrates that there are substantial costs to employers caused by the stresses associated with poor personal financial behaviors of employees. Approximately 15% of workers in the United States are currently experiencing stress from poor financial behaviors to the extent that it negatively impacts their productivity. The proportion of workers experiencing financial problems that negatively impact productivity for a single employer could range as high as 40 to 50% depending upon certain factors. The costs of reduced employee productivity because of poor personal financial behaviors are substantial. The full extent of the costs to employers is unknowns. Author suggested that the management should take necessary care in employees financial factors and considerably reduce the stress.

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[9] Borman (2006). "Organisational Change and Employee Turnover", Journal of International Employee Review, Volume 21, pp.23-31.

[10] Robert T. Keller (2007). "employee turnover caused by the stress", Journal of Stress Management, volume 27, pp. 176-183.

1.3 Statement of the problem

Many factors may affect the productivity of the organization like lack of capital, machinery, improper management etc. However the most important factor which has a direct impact on productivity is employee turnover. High employee turnover leads to low productivity and also affect the morale of the employees. This in turn will affect the productivity of the concern. Reducing the employee turnover will have a positive impact on the efficiency of the organization. Hence this study is conducted in Roots industries to identify the causes for employee turnover.

1.4 Objectives of the study

The objectives of the study are

1. To study existing rate of employee turnover
2. To identify the perception of employees regarding the factors leading to the turnover
3. To identify the gap between expectation and satisfaction level of employees
4. To analyze the influence of demographic variables on factors leading to employee turnover
5. To analyze the influence of demographic variables on satisfaction level of employees
6. To suggest measures to the management towards employee retention.

1.5 Scope of the study

The study findings are limited to the Roots industries limited. The data is collected from a sample of 110 employees out of 210 employees.

1.6 Methodology

1.6.1 Type of study

The study assumes the characteristic of descriptive research. The descriptive research describes the characteristic of a group in a given situation offers ideas for future research, helps to make certain simple decisions. The study helps to analyze existing rate of employee turnover, to identify the perception of employees, and to identify the gap between expectation and satisfaction level of employees.

1.6.2 Sampling design

To suggest suitable measures for improving the existing system a sample of one hundred and ten were identified from the universe of 210 Employees by using lottery method. The sample size was extracted from the work of krejcie and morgan[11].

1.6.3 Data collection

The study relies on both primary and secondary data. The primary data was collected by means of administering questionnaires in tamil from the employees. The secondary data were collected from the files and records of the organization, books, journals and internet sources.

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[11] Uma Sakeran, Research Methods for Business, New Delhi, McGraw-Hill Book Company, 2005(Third edition), pp.130- 132.

1.6.4 Tools for analysis

SPSS is used for analyzing the data collected. The study uses to chi-square test, t-test, rank analysis and percentage analysis.

Chi-square test is used to find out the relationship between two or more variables. In this study it is used to identify the influence of demographic variables on factors leading to employee turnover and influence of demographic variables on satisfaction level of employees.

T-test is used to find out the significant difference between the two variables. It is used only when the sample size is less than 30. in this study t-test is used to identify the gap between the level of expectation and satisfaction.

Rank analysis is done through mean value. In this study mean value is identified in order to rank the factors which influence the employee turnover.

Percentage analysis is used in identify factors influencing employee turnover, for expectation level of employees and for satisfaction level of employees.

1.7 Limitations

The limitations of the study are

1. The sample restricted to 110 respondents.
2. The survey was done only during the lunch and the tea breaks, so it was difficult to collect more questionnaires.
3. The findings and recommendation are limited to the Roots Industry Limited.

1.8 Chapter scheme

The report is presented in five chapters. A brief description of chapters is given below:

Chapter 1 deals with Introduction to the study. The chapter comprises of eight divisions. Background of the study, review of literature, statement of the problem, objectives of the study, scope of the study, research methodology, limitations and the chapter scheme.

Chapter 2 deals with the Organization profile. This chapter comprises of history of the organization, management, organization chart which explains the hierarchy of the company, product profile and market potential and various departments of the concern are described elaborately.

Chapter 3 presents a Macro and micro analysis. The analysis of the employee turnover in general and the same in Roots industry limited are discussed.

Chapter 4 presents the Data analysis and interpretation. This chapter comprises of tables and charts it gives the tabular distribution of the collected data , analyzed percentage values, graphical representation results.

Chapter 5 deals with the findings of the study and gives suggestion that the researcher put forward to the management.

Organisation Profile

CHAPTER 2

ORGANIZATION PROFILE

2.1 History of the organization.

Roots Industries Limited head quartered at Coimbatore in South India is the pioneer in Manufacturing Radiator Coolant recovery system in India and were also the first to introduce the servo brakes for light motor vehicles. The Company, Promoted by Mr.K.Ramaswamy a Master's degree holder in Automobile Engineering from Lincoln Technical Institute, USA diversified to manufacture high frequency wind and the Horns developed indigenously, and later started the promotion of various pneumatic horns.

With its new vibrating horns taking the market by storm the company currently holds the no.1 position in the market from 3600 horns in 1978-1979,the sales figure have touched 1.5 million horns in 1996-1997. This shows the recognition of the company as the pace setter in the Automobile Industry and its segments. The Company today is the leading supplier to popular Manufacturers such as Hindustan Motors, Premier Automobiles, TELCO, Bajaj, Mahindra & Mahindra, LML, Maruthi, Suzuki, Pal Peugeot, UNO, Sipian, Rover and Hero Honda.

The Company has shown a tremendous growth in the export sector too, as the turnover has increased from Indian Rupees 4 million to 35 million in a span of years due its quality and Performance Coupled with cost efficiency. The firm has been participating in Automechanika since 1992 and Auto Expo 1993 at Delhi in order to expand their export division.

On the joint venture moves, the Company has tied up with the British Company to produce Inflatable Jacks. The Company has also acquired the European Homologation

approvals for its Horns for EC/ECE Countries to enter in their market. Roots has entered into a technical collaboration with Robert Bosch S.A. This move helped them to increase their production capacity to 3 million horns per annum. M/S J. Osawa & Co, Japan one of the largest industrial groups of that country, has chosen Roots for their tie-up arrangement to manufacture their J-Horns for Japanese market.

The Company has state-of-the-art manufacturing facilities one at Coimbatore and another two near the city. The facilities include the latest CAD/CAM/EDP/Quality Assurance Centers. The R&D department is headed by Mr.K.Ramaswamy, the Managing Director himself. Roots is the 1st Company in India that has received the ISO 9001 Certificate under WLI (Writers Laboratories Inc), USA for electric horn design and manufacturing currently the Co has gone for diversification to manufacture floor cleaning machines in Collaboration with Hako Works GMBH & Co of Germany. The products are exported to various countries like Japan, Germany, Sweden, and Australia.

Roots group of Companies is well known all over the world. They specialize in Manufacturing horns The Roots Industries have mainly two branches one of which is situated in Ganapathy and other in Thoppampatti. Apart from this the Roots family is a large concern with many divisions as follows:

- ➢ Roots Auto Products Pvt Limited
- ➢ Roots Cast Pvt Limited
- ➢ Roots Precision Products
- ➢ Roots Polycraft
- ➢ Roots Digital Engineering Services Private Limited
- ➢ Roots Brake Systems Private Limited

Roots have strong people oriented work culture that can be seen and felt across all its member concern. They have a sense of belonging and they revel in an environment of openness and trust.

About the Founder

The Roots Group of Companies' founder Mr. Ramaswamy, born in an agricultural family. From his young age was very interested in repairing automobiles. This led to his getting the Master's Degree in Automobile Engineering from Lincoln Technical Institute, USA in 1969 and developing a unique Radiator Coolant Recovery System, which is today a standard equipment in almost all vehicles manufactured by the advanced countries.

In 1970, Mr. Ramaswamy promoted M/s. American Auto Service, which was taken in 1992 by Roots Industries Limited, a Company promoted by Mr. Ramaswamy. This Company entered into technical collaboration with Robert Bosch, the world leaders in auto electrical to manufacture all the range of Bosch Horns. Mr. Ramaswamy had a very inquisitive and innovative temperament. This led to his having many firsts in his distinguished career.

Servo brakes were designed for the first time in India by Mr. Ramaswamy. He designed first high frequency Wind Tone type horn, which was smaller and lighter than conventional horns. Besides the other entire first, Mr. Ramaswamy introduced electronically controlled Musical Horns for the first time in the World.

The thirst for innovation and drive to move forward, led to the establishment of a die casting unit to meet the captive requirement of ROOTS. In 1987, Mr. Ramaswamy set up a full-fledged modern tool room equipped with the latest machines for the manufacture of precision tools and dies. He promoted Roots Multiclean Ltd., a joint venture in Technical-financial collaboration with M/s. Hako Wreke GMBH, Germany to manufacture world class Industrial Floor Care and Floor Cleaning Equipment. RMCL is successfully spreading the concept of Mechanized Cleaning in India and also exports its products to various countries like Australia, Britain, Germany, Japan, Singapore etc.

Vision of the company

The vision of Roots is to stand technologically ahead of others to deliver world-class innovative products useful to their customers. Roots will rather lose their business than their customers' satisfaction. It is the aim of Roots that the customer should get the best value for their money.

Every member of Roots company will have decent living standards. Roots care deeply for families, environment and society. Roots promise to pay back in full measure to the society by way of selfless and unstinted service.

Quality policy

Roots is Committed to provide World-Class product and services with due concern for the environment and safety of the society. This will be achieved through total employee involvement, technology up gradation, cost reduction and continual improvement in

1. Quality of the product and services.
2. Quality Management System.

Quality will reflect in everything they do and

1. Quality in behavior
2. Quality in Governance
3. Quality in Human Relation

Environmental policy

With due concern towards maintaining and improving the quality of life, Roots is pollution and conserving resources. This will be achieved through continual improvement in Environmental awareness of all employees and associate legal compliance and objective towards environmental protection.

2.2 Management

The management follows custodial model in the organization. So the employees feel very secure and they psychologically depend on the organization. There will be passive co-operation among the employees and their needs are met at the appropriate time.

Mr. K. Ramaswamy is the Chairman & Managing Director,

Mr. N. V. Krishnan is the Head for Marketing department,

Mr. V. Balaji Chinnappan is the Head for Operations department,

Mr. T. S. Sathish is the Head for Materials department,

Mr. Kavidasan is the Head Corporate for HRD department.

2.3 Organization chart

Board of Directors

Chairman

Managing Director

General Manager (works)   Company Secretary
                                  &
                            Financial Manager

                                              Department
                                              of IT   Department
                                                             of HRD

            Production
            Incharge

                                              Deputy Manager
                                              Materials

                                                             Deputy General
                                                             Manager
      Manager   Marketing

Manager

                    Officer
                    Imports   Officer   Officer
                               Subcontract   Local
                                                Purchase

      Assistant Manager
           Accounts

                                                Manager
                                                Service
                                                Promotion

                                          Manager Market   Area
                                                                Sales
                                                                Managers
                                                                (south,
                                          north, east, west)

2.4 Product profile and market potential

There are different types of horns are manufactured in the Roots Ltd., Company. Here are some:

- Mega Sonic
- Vibrosonic
- Vibrosonic Deluxe
- Clear tone ultra
- FD4 Deluxe
- Smart tone
- FC4
- Wind stone Super Deluxe
- Vibromini
- Wind tone super classic
- Roots 90
- Wind tone super sealed

A new vibrating horns taking the market by storm the company currently holds the no.1 position in the market from 3600 horns in 1978-1979,the sales figure have touched 1.5 million horns in 1996-1997. This shows the recognition of the company as the pace setter in the Automobile Industry and its segments. The Company today is the leading supplier to popular Manufacturers such as Hindustan Motors, Premier Automobiles, TELCO, Bajaj, Mahindra & Mahindra, LML, Maruthi, Suzuki, Pal Peugeot, UNO, Sipian, Rover and Hero Honda.

Roots have entered into a technical collaboration with Robert Bosch S.A. This move helped them to increase their production capacity to 3 million horns per annum and to earn more out of it.

2.5 Competitive strength of the company

Roots is the first Company in India that has received the ISO 9001 Certificate under writers laboratories inc, USA for electric horn design and manufacturing currently the Co has gone for diversification to manufacture floor cleaning machines in Collaboration with Hako Works GMBH & Co of Germany. The products are exported to various countries like Japan, Germany, Sweden, and Australia.

Quality Accomplishments are their great strengths. At each stage of their innovation, they complimented themselves and kept going on and on they went in search of even more new thoughts and ideas as a result today the Roots family is a tree with firm and deep roots.

Global alliances for competitive advantage

Roots is leading Original Equipment Supplier to major vehicle manufacturers like Daimler Chrysler, Mitsubishi, Mahindra & Mahindra, Toyota, Fiat, TELCO, TVS, Kinetic etc. The technical collaboration with Robert Bosch S.A of Spain starting from 1995 has strengthened the R&D activities and increased Roots technical competence to International Standards.

Roots Multiclean Ltd., (RMCL) is a joint venture with Hako Werke GMBH & Co, Germany is one of the largest cleaning machine manufactures with global operations. RMCL is the sole representative in India and SAARC Countries for Hako Werke's entire range of cleaning equipment.

The quality of RMCL products is so well established that Hako buys back a major portion for their global market. RMCL also represents several global manufacture of cleaning products and is gearing itself up to provide customized, total cleaning solution.

Milestones

1970 Promotes American Auto Service for manufacture of Electric Horns.

1971 First to manufacture Servo Brakes for Light Motor Vehicles.

1984 Roots Auto Products Private Limited was established to manufacture Air Horns. Die Casting
Unit commences commercial operations.

1988 Polycraft, a unit for Plastic Injection Moulding was established.

1990 Roots Industries Private Limited takes over Electric Horn business.

1992 RMCL enters into Techno-Financial collaboration with M/s. Hako Werke GMBH, Germany.

1992 Roots Industries Private Limited obtains the National Certification-ISI mark of quality.

1994 Production of Floor Cleaning Equipment commences.
Roots Industries Private Limited obtains the National Certification-ISI mark of quality.

1999 Becomes the first horn manufacturer in Asia to obtain QS 9000.

2000 Becomes the first horn manufacturer in Asia to obtain VDA 6.1 and the first in the world to win ISO/TS 1649

2000 Floats Roots Digital Engineering Services Private Limited to offer CAD/CAM Services.

2000 First to introduce digitally controlled air horns and low frequency, low decibel irritation free Jumbo Air Horns.

2003 Roots Industries Ltd., Horn Division is accredited with ISO 14001:1996.

2003 Roots Industries Ltd., upgraded its ISO/TS 1649 from 1999 version to 2002 version.

2004 Roots Industries Limited (RIL) opens its 100% exclusive Export Oriented Unit at their Horn Division, Thoppampatti, Coimbatore to cater the needs of Ford, North America.

2004 RIL's EOU commences its supplies to Ford, North America.

2004 Roots Multiclean Limited (RMCL) inaugurates its 100% EOU Plant at Kovilpalayam, Coimbatore.

2004 Roots Cast Private Limited (RCPL) inaugurates its Unit II at Arugampalayam, Coimbatore.

2004 RIL Successfully launches its Malaysian Plant.

2004 The group company American Auto Service is accredited with ISO 9001:2000

2005 Roots Industries Ltd., is certified with MS 9000, a pre-requisite for Q1 award for Suppliers Focus on Systems and Processes.

2005 Roots Metrology & Testing Laboratory has been accredited by National Accreditation Board for Testing & Collaboration in the field of Mechanical-Linear and Angular.

2005 Roots Industries Ltd., is awarded Q1 by Ford Motor Company.

2005 Roots Industries Ltd., Horn Division upgraded its ISO 14001 from 1996 version to 2004 Version.

2.6 Future plans

➢ Enhance/maintain strategic alliances with the various chambers of commerce, Visitor etc.

➢ To introduce various additional employment training programs.

2.7 Description of various functional areas

The various functional departments in Roots are production, human resource, finance, purchase, stores, quality, information technology, marketing and export department.

2.7.1 Production department

Production manager must plan, organize and control a variety of operations. Some of them are repetitive activities, and others are one-shot deals. Routine activities might be continuous or intermittent. The continuous production manager functions can be managed by assembly line balancing, scheduling, loading and control techniques. The type of technique required to manage these activities depends on the complexity of the project. For small projects, gantt charts are adequate, whereas for large and complex projects, critical path method or the program evaluation and review technique would be more effective.

2.7.2 Human resource department

Human Resources Department is a management function that helps the company to recruit, select, train and develop staffs. HR Department is concerned with the people's dimensions in organization. The functions and principles of HRD are applied to develop, maintain and compensate the employees in organization.

HRD Practices in ROOTS Group

HRD Practices in ROOTS Focuses on Learning, Knowledge, Skill, Positive attitude and make changes in Institutionalizing and Proactive change. They work on the following principle

Performance = Skill * Motivation * Opportunity

Approaches to HR are Accept & Appreciate, Educate & Elevate, Enrich the potential, Balanced Leadership, Accept noble failures Industrial – Responsible citizen

The objectives of HR are Customer Satisfaction, Concern for Society and Customer Satisfaction through

> ➢ Employee satisfaction

- Development of skill and will
- Developing pro-customer approach
- People for future
- Future for people
- Development of staff
- Job enrichment
- Empowerment

HR Philosophy are Openness and Mutual trust, Team Culture, Customer first, WIN WIN Strategy, Empowerment and HR Practices are PRO Customer approach i.e. Supplier Development Programmes, Empowerment

HR Features are

- Quality Circle
- Positive mental activity club
- Good Morning assembly (GMA)
- Monthly Motivational Talk (MMT)
- Thirukkural Mandram
- Motivation Service Award
- Attendance Award
- Performance reward scheme
- Roots Care Services Blood donation

RISE (Roots Institute Skill Exchange)

RISE focuses on Exchange and Growth and its Philosophy are WIN-WIN, Strength to Strength, Share to Shine and the Institutions Under RISE are Avinashilingam, Women's Polytechnic, PSG, VLB, KCT.

Work culture

Roots have a strong people-oriented work culture that can be seen and felt across all its member concerns. Whether work in-group or in isolation their effort is well appreciated and achievement well rewarded. They have a sense of belonging and they revel in an environment of openness and trust cross-function teams function as one seamless whole and foster the true spirit of teamwork.

Roots learning organization systematically trains its employees at all levels conducted in house the training programmes equip them to meet new challenges head on employees are encouraged to voice their feelings, ideas & opinions. There is a successful suggestion scheme in operation and best suggestions are rewarded. Lasting relationship will evolve only when people know that their work is valued and that they contribute meaningfully to the growth of the organization. At Roots people across the group company through interaction at workshops and seminars get to know each other individually share their common experiences and learn something about life.

Personal Culture

The Management has been encouraging and promoting a very informal culture "Personal Touch" sense of belonging, enabling employees to become involved and contribute to the success of the company. The top management also conscientiously inculcates values in the people.

Work Environment

Special and conscious efforts are directed towards house keeping of the highest order. Renovation and modernization of office premises and office support systems are carried out in an on going basis.

Roots believe in systematic training for employees at all levels. As a part of the organizational development efforts, training programs are being conducted in-house for employees at all levels. A additional staffs are also sponsored for need bared training programs at leading management development institutes.

Total Quality Management

Customer focus is not merely a busy word but it has become an important factor of everyday work and has got internationalized into the work environment. There is an equal emphasis on internal customer focus leading to greater team efforts and better cross- functional relationship.

Quality Circle Movement

To ensure worker participation and teamwork on the shop- floor, RIL has a very effective quality circle movement in the organization. As on today RIL has three operating quality circles having 24 members and some of them have won awards at different conventions and competitions. Through interaction with workman in the concerned sections a process of two-way communication has been initiated and valuable feedback has been received on worker feelings, perception, problems and attitudes. Simultaneously management has been communicated about the problems faced and the plans to overcome these problems have been evolved.

2.7.3 Finance department

Finance is the lifeblood of business. Finance is concerned with acquisition and conversion of capital funds in meeting the financial needs and overall objectives of business enterprises. The main function of this department is to provide finance to various departments. The finance department is controlled by the General Manager (Finance).

The turnover of the company in 2005 is Rs.6337 (in lacs). To run the organization the working capital needed is 8-9 crores. The export rate is about 15.20 %. For calculating depreciation both straight line method and Written-down method is used. For income-tax purpose the depreciation is calculated using the Written-down method. In 1993 the advertising cost is 15%, now the advertisement cost is only 1%.

Software Used are TATA EXE system (for accounts) and the bankers of Roots are Citi Bank, State Bank of India, Canara Bank, Punjab National Bank, HDFC Bank and ICICI Bank.

2.7.4 Purchase department

Purchasing procedure varies with different business firms but all of them follow a general pattern in the purchase and receipts of materials and payment obligations. The purchase department takes care of all cash and credit purchases. The materials are purchased placing orders based on indent raised from the stores. A ledger is maintained in the regard. The purchase order is send to the supplier.

The purchase orders shall contain a clear description of the products, drawing number, quality, rate, delivery, schedules, Terms payment, mode of dispatch and other relevant data.

The steps followed for purchase of materials are :

1. The concerned department that is in need of a particular material will give a purchase requisition slips to the stores department.
2. The storekeeper will cancel the purchase requisition and the materials are provided to the concerned department.
3. If it is not available in stores the storekeeper will forward the purchase requisition to the purchase manager in the purchase department.

2.7.5 Stores department

This department will place orders and receives raw materials on behalf of the manufactures. A storekeeper is appointed to look after the stores. His job is to take care of the spares and to maintain the stores ledger. The worker who is in need of spare parts may come and collect it at any time with the signature of the departmental heads.

In the store they keep the account on receipt of material and the same is registered in the book called inward register. From this inward register they will make entry in the material inward receipt from this they pass it to the store ledger

Functions of stores department are

- Identification of all material stores
- Receipt of incoming goods
- Inspection of all receipts
- Insurance Claims
- Storage Accounting
- Issues
- Materials Handling
- Packing and Dispatching
- Maintenance of stock records
- Stores Accounting
- Inventory Control
- Stock-Taking
- Disposal of scraps

2.7.6 Quality department

Quality Policy

The quality policy of the ROOTS stands as,
- Quality is respect for people
- Quality is constancy of purpose
- Quality is global entry
- Prosperity through Quality

The other Quality policy speaks as follows.

"We are committed to provide world-class products and services with due concern for the environment and safety of the society". This will be achieved through:

- Continuous improvement
- Technology Upgradation
- Cost Reduction
- Total Employee Involvement

2.7.7 IT department

The organization uses the ERP (Enterprise Resource Planning) with different models are customized to its requirements. There are different modules in the ERP. They include
- PPC (Production Planning Control)
- Sales
- Purchase
- Manufacturing
- Inventory
- General Ledger

Servers

> Database Server for the Accounts Department
> A Server for the Design Department
> A Server for Novel Netware
> Main Server

2.7.8 Marketing department

The Company today is the leading supplier to popular Manufacturers such as Hindustan Motors, Premier Automobiles, TELCO, Bajaj, Mahindra & Mahindra, LML, Maruthi, Suzuki, Pal Peugeot, UNO, Sipian, Rover and Hero Honda.

The Company has shown a tremendous growth in the export sector too, as the turnover has increased from Indian Rupees 4 million to 35 million in a span of years due its quality and Performance Coupled with cost efficiency. The firm has been participating in Automechanika since 1992 and Auto Expo 1993 at Delhi in order to expand their export division.

On the joint venture moves, the Company has tied up with the British Company to produce Inflatable Jacks. The Company has also acquired the European Homologation approvals for its Horns for EC/ECE Countries to enter in their market. Roots has entered into a technical collaboration with Robert Bosch S.A. This move helped them to increase their production capacity to 3 million horns per annum. M/S J. Osawa & Co, Japan one of the largest industrial groups of that country, has chosen Roots for their tie-up arrangement to manufacture their J-Horns for Japanese market.

Sales Promotion Activities

> Participate in International Marketing Exhibitions
> Direct domes in Industries
> Advertising

2.7.9 Export department

The company has shown a tremendous growth in the export sector too, the turnover has increased from 4 million to 35 million in a span of 4 years due to its quality and performance coupled with cost efficiency. The firm has been participating in Auto Mechanika since 1992 and Auto Expo 1993 at New Delhi in order to expand there export division.

The company has tied up with British Company to produce inflatable jacks. The company has also acquired the European Homologation Approvals for its Horns for EC/ECE countries to enter in these markets. Roots have entered into a technical collaboration with Robert Bosch S.A. This move will help them increase their production capacity to 3 million horns per annum. M/s. J. Owawa & Co., Japan, one of the largest industrial groups in that country, has chosen Roots for their tie-up arrangement to manufacture their J-Horns for Japanese Market.

Export Procedures

- ➢ Receipt of order
- ➢ Order acknowledge/Proforma invoice
- ➢ Approach Bank for pre-shipment credit (such as packing credit)
- ➢ Prepare Post-shipment document
- ➢ Post shipment credit
- ➢ Assist customer to clear consignment at their end
- ➢ Advice customer for insurance
- ➢ Bank realization certificate

Macro-Micro Analysis

CHAPTER 3

MACRO- MICRO ANALYSIS

The Indian auto ancillary industry has come a long way since Roots had its small beginnings in the 1940s. The auto ancillary industry in the country really showed a spurt in growth during those periods. This period witnessed the emergence of a new generation of auto ancillary manufacturers who were required to meet the stringent quality standards of Maruti's Korean collaborator Suzuki of Japan. The good performance of Maruti resulted in a upswing for the domestic auto ancillary industry. It was during these period that auto components from India began to be exported.

Surge in automobile industry since the nineties has led to robust growth of the auto component sector in the country. In tandem with the industry trends, the Indian component sector has shown great advances in recent years in terms of growth, spread, absorption of new technologies and flexibility. Indian auto component industry has seen major growth with the arrival of world vehicle manufacturers from Japan, Korea, US and Europe. Today, India is emerging as one of the key auto components center in Asia and is expected to play a significant role in the global automotive supply chain in the near future. The Indian automotive industry has grown at a staggering pace over the last few years.

The opening up of the sector over the last decade has caught the attention of global auto majors as the only market rivaling China in terms of potential market size and growth opportunity. As the automobile industry has grown and matured, the Indian auto components industry has also grown tremendously, and is rapidly achieving global competitiveness both in terms of cost and quality. The industry observers opine that while Indian automobile market will grow at a measured pace, the auto components industry is

poised for a take-off and is one of the handful of industries where India has a distinct competitive advantage.

The auto parts industry has emerged as one of India's fastest growing manufacturing sectors and a globally competitive one. The auto components industry in India is dominated by around 500 key players[12], which contribute more than 85 percent of India's production, in which the major problem faced by them is employee turnover.

Turnover levels vary very considerably from industry to industry. The highest levels of turnover (22.9%) are found in private sector organisations. Successive surveys of labour turnover show that the highest levels (commonly in excess of 50% per annum) are found in retailing, hotels and restaurants, call centres and among other lower paid private sector services groups.

The public sector has an average turnover rate of 13.3%. Turnover levels also vary from region to region. The highest rates are found where unemployment is lowest and where it is unproblematic for people to secure desirable alternative employment.

Contrary to many media reports and statements from consultants and political leaders there is little evidence of any long-term trend towards higher staff turnover. A third of employees in the auto components industry have been in their current jobs for over ten years, while 10% have stayed for over twenty years.

Average job tenure has remained remarkably stable over the last thirty years, falling among men but rising among women. As a proportion of aggregate turnover, the percentage of people leaving organisations through redundancy remains small. However, there was an increase from 22% to 28% of organisations making more than ten people redundant during 2005, and 24% operated a recruitment freeze in the course of the year.

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[12] www.auto component industry.com

Recent research strongly suggests that push factors are a great deal more significant in most resignations than most managers appreciate. It is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff have a preference for stability.

It is important to appreciate that the reasons people give for their resignations are frequently untrue or only partially true. The use of exit interviews is widespread yet they are notoriously unreliable, particularly when conducted by someone who may later be asked to write a reference for the departing employee. They are reluctant to voice criticism of their managers, colleagues or the organisation generally, preferring to give some less contentious reason for their departure.

Recent research highlights the importance of front line managers and how their behaviour relates directly to the levels of commitment, motivation and satisfaction reported by employees. A poor relationship with a line manager can be an important reason for individuals leaving their organisation, but its significance can be masked as a result of the difficulties associated with exit interviews as mentioned. A lack of training and developmental opportunities is also major reason for voluntary turnover.

In the high turnover industries in particular, a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment. When a people stay for a year or more, it is often the case that the decision to leave sooner rather than later is effectively taken in the first week of employment. Poor recruitment and selection decisions, both on the part of the employee and employer, are usually to blame, along with poorly designed or non-existent induction programmes.

Expectations are often raised too high during the recruitment process, leading people to compete for and subsequently to accept jobs for which they are in truth unsuited. Organisations do this in order to ensure that they fill their vacancies with sufficient numbers of well-qualified people as quickly as possible. However, over the

longer term the practice is counter-productive as it leads to costly, avoidable turnover and the development of a poor reputation in local labour markets.

Obtaining accurate information on reasons for leaving is harder. Where exit interviews are used it is best to conduct them within a short time after the employees hand in their notice. The interviewer should not be a manager who has had responsibility for the individual and who will not be involved in future reference writing. Confidentiality should be assured and the purpose of the interview explained.

Alternative approaches involve the use of confidential attitude surveys which include questions about intention to leave and questionnaires sent to former employees on a confidential basis around six months after their departure. A coasted retention strategy can then be developed focusing on particular causes of turnover in your organization.

Roots Industries Ltd makes about 30 different kinds of horns. Each horn has about 120 components, of which quite a few are also used for other finished products. In effect, the company has to maintain stocks of almost 2,000 different items. To complicate this further, a single order may consist up to 15 or 20 different Stock Keeping Units. Roots uses MRP II, a scaled down version of a full-fledged ERP solution.

Roots identifies several markers that hidden costs are being incurred such as Absenteeism, Work Injuries, Staff Turnover, Quality Defects, and Lower Direct Productivity. In which Staff turnover is the major indicator of hidden costs, dissatisfaction with the work experience will often lead to turnover.

Roots appoints retention experts and customize 1 hour to full day executive workshops and briefings designed to build broad awareness of the cost and impact of turnover, gain commitment to action and support of key strategies.

Data Analysis And Interpretation

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

This chapter deals with analysis and interpretation of data collected through questionnaire.

4.1 Profile of the respondents

Profile of the respondents in terms of gender, age, marital status, educational qualification and income is presented in the following tables.

4.1.1 Gender of respondents

The following table shows the distribution of respondents with respect to the gender.

Table.1- Distribution of respondents on the basis of gender

Gender	No of employees	Percentage
Male	87	79.09
Female	23	21.91
Total	110	100

From the above table it can be seen that majority (79.09%) of the employees are male and only 21.91% are female employees.

4.1.2 Marital status of the respondents

The following table shows the distribution of respondents with respect to the marital status   .

Table.2- Distribution of respondents on the basis of marital status.

Marital status	No of employees	Percentage
Married	64	58
Unmarried	46	42
Total	110	100

From the above table it is seen that majority (58%) of the employees are married.

4.1.3 Age of the respondents

The table below indicates the age of the employees.

Table.3- Distribution of respondents on the basis of age.

Age	No of employees	Percentage
Below 25	24	22
25-35	54	49
36-45	24	22
46-55	7	6
Above 55	1	1
Total	110	100

The above table shows that most (49%) of the employees belong to the age group of 25-35 years.

4.1.4 Educational Qualification of the respondents

The following table shows the distribution of respondents with respect to the Educational qualification

Table.4- Distribution of respondents on the basis of educational qualification.

Educational qualification	No of employees	Percentage
No Formal Education	10	9.09
School	53	48.18
Degree	38	34.55
Others	9	8.18
Total	110	100

From the above table.4 it is seen that most (48.18%) of the employees have school level education.

4.1.5 Monthly Income of the respondents

The following table shows the distribution of respondents with respect to the monthly income.

Table.5- Distribution of respondents on the basis of monthly income.

Monthly Income	No of employees	Percentage
Below 5000	56	50.91
5001-10000	40	36.36
Above 10000	14	12.73
Total	110	100

From the above table it is seen that majority (50.91%) of employees have an monthly income of below 5000.

4.2 Job profile

This section deals with the job profile of the employees in terms of the experience and department employed.

4.2.1 Experience of the respondents

The following table shows the distribution of respondents with respect to the experience of the employees.

Table.6- Distribution of respondents on the basis of experience.

Experience	No of employees	Percentage
Below 5 Years	48	43.64
5 -.10	26	23.64
11 - 15	14	12.73
16 -.20	17	15.45
Above 20 years	5	4.54
Total	110	100

Table.6 shows that most (43.64%) of the employees have an experience of below five years, 23.64% of employees have an experience of 5-10 years, 15.45% of employees have an experience of 16-20 years, 12.73% of employees have an experience of 11-15 years and the remaining 4.54% of employees have an experience of above 20 years.

4.2.2 Department of the respondents

This table indicates the department of the employees working in the organization.

Table.7- Distribution of respondents on the basis of department.

Department	No of employees	Percentage
Stores	15	14
Assembly	13	11
Fettling	5	5
Marketing	15	14
Production	21	19
Materials	4	4
IT	8	7
Quality	21	19
Finance	6	5
Mechanical	2	2
Total	110	100

From the above table.7 it is seen that mostly (19%) of employees belong to Production and Quality department. Followed by 14% of employees belong to store and marketing department, 11% of employees belong to Assembly department, 7% of employees belong to IT department, 5% of employees belong to fettling and finance department, 4% of employees belong to Materials department and 2% of employees belong to Mechanical department

4.3 The existing rate of employee turnover

The turnover of employees for the past four years from 2003-2006 is calculated with the help of the following formula.

TO= (L / AE)*100

Whereas: -

TO= the turnover rate, expressed as a percentage

L = the number of employees terminated within a desired time period

AE = the average number of employees employed during the desired period.

Based on the above formula employee turnover is calculated and shown below.

Table.8- Employee turnover

Year	No of employees left	Avg no of employees	Turnover percentage
2003	18	225	8
2004	23	225	10.22
2005	26	225	11.56
2006	27	225	12

From the above table.1 it is seen that turnover percentage increases year by year. It increases from 8% (2003) to 12 % (2006).

The average employee turnover is calculated as follows

TO = ((8+10.22+11.56+12) / 4)*100

= 10.44 %

Chart 1- Employee turnover
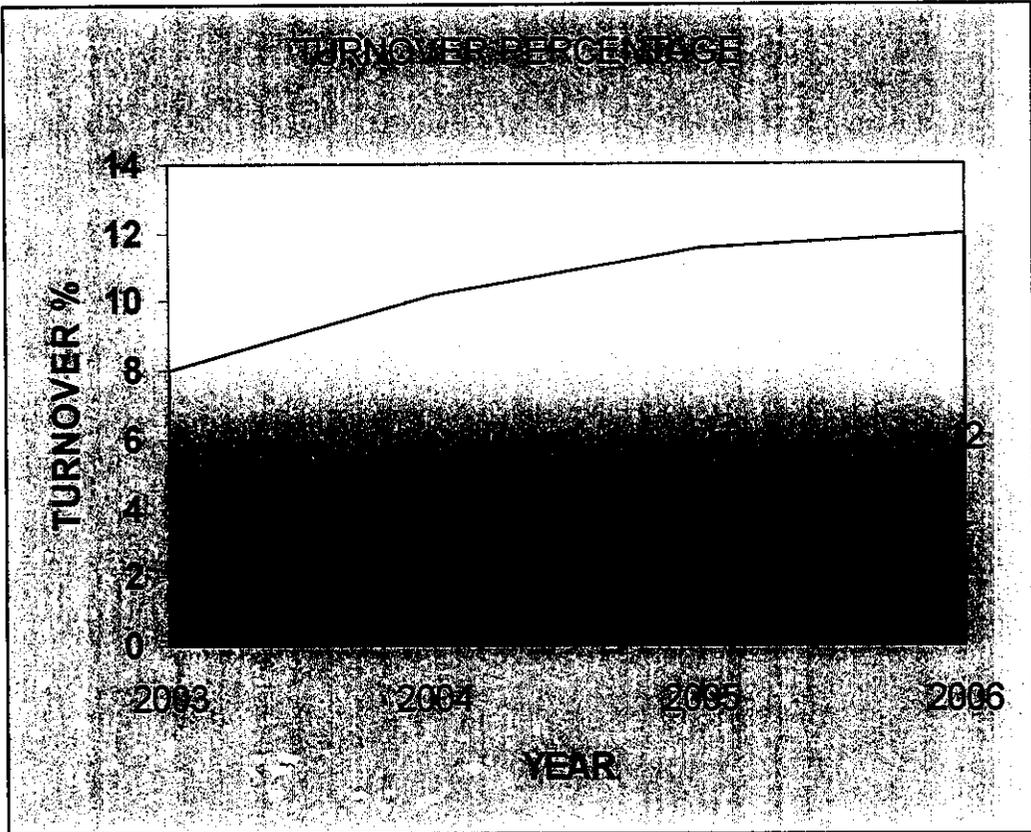
4.4 Factors influencing employee turnover

Understanding the factors influencing employee turnover will enable the organization to take suitable measures to over come the same. In this context an attempt has been made to understand the factors influencing employee turnover with respect to twenty five variables identified for the purpose of the study.

The employees were asked to rank their perception regarding factors influencing to turnover on a five point scale assigning 5 to very much important (VMI), 4 to important (I) and so on 1 to not important (NI). Based on the response, percentage analysis is performed and findings are shown below.

Table 9- Factors influencing employee turnover

Factors	VMI	%	I	%	N	%	LI	%	NI	%
Distance	1	1	12	11	26	24	39	35	32	29
Lack of good working condition	3	3	20	18	32	29	25	23	30	27
Mismatch between job and person	8	7	25	23	37	34	28	25	12	11
Inadequate Training	5	5	17	15	37	34	41	37	10	9
Lack of advancement and growth opportunities	10	9	17	15	39	36	35	32	9	8
Lack of recognition	10	9	22	20	32	29	38	34	8	7
Work Stress	8	7	17	15	39	36	31	28	15	14
Low Salary	7	6	21	19	38	34	30	27	14	13
Personal Reasons	4	4	23	21	31	28	37	34	15	13
Behavioral Misconduct	4	4	12	11	39	35	39	35	16	14

Table 9 (continued)

Old Age	6	5	13	12	44	40	23	21	24	22
Better job in another company	3	3	14	13	36	33	46	42	11	10
Unfair disciplinary actions	5	4	11	10	36	33	44	40	14	13
Sickness	1	1	24	22	20	18	36	33	29	26
Dismissals	3	3	23	21	26	24	33	30	25	22
Lack of motivation	8	7	17	15	24	22	35	32	26	24
Health problems	7	6	21	19	28	26	38	34	16	14
Accidents	9	8	17	15	34	31	35	32	15	14
Lack of job security	6	6	17	15	31	28	37	34	19	17
Lack of communication	8	7	21	19	31	28	33	30	17	16
Lack of respect	3	3	20	18	33	30	30	27	24	22
Lack of proper tools and equipments to perform the job	8	7	15	14	32	29	37	34	18	16
Job difficulty	8	7	12	11	29	26	53	48	8	7
Work timings	8	7	18	16	24	22	33	30	27	25
Heavy Work Load	13	12	19	17	24	22	40	36	14	13

From the above table it can be inferred that most of the respondents feel that all the variables are less important (LI) except in the case of lack of good working condition, mismatch between job and person, lack of advancement and growth opportunities, work stress, low salary and lack of respect which is felt as neutral (N).

Factors influencing employee turnover: Mean score ranking.

Mean value is identified in order to rank the factors which influence the employee turnover. The following table shows the mean values and the rank.

Table 10 - Factors influencing employee turnover: Mean score ranking.

Factors	Mean	Rank
Lack of recognition	3.07	1
Mismatch between job and person	3.08	2
Lack of advancement and growth opportunities	3.15	3
Low Salary	3.21	4
Heavy Work Load	3.21	4
Work Stress	3.25	6
Accidents	3.27	7
Lack of communication	3.27	7
Inadequate Training	3.31	9
Health problems	3.32	10
Personal Reasons	3.33	11
Job difficulty	3.37	12
Lack of proper tools and equipments to perform the job	3.38	13
Old Age	3.42	14
Lack of job security	3.42	14
Better job in another company	3.44	16
Behavioral Misconduct	3.46	17
Unfair disciplinary actions	3.46	17
Lack of motivation	3.47	19
Lack of respect	3.47	19
Work timings	3.48	21
Lack of good working condition	3.5	22
Dismissals	3.51	23
Sickness	3.62	24
Distance	3.81	25

From the above table it is seen that the major factor which lead to employee turnover based on rank analysis are lack of recognition, mismatch between job and person, lack of advancement and growth opportunities, low salary, heavy work load, work stress, accidents, lack of communication, inadequate training and so on.

4.5 Level of expectation

Understanding the expected level of employees would enable the organization to frame strategies and to meet the same. In this context an attempt has been made to understand the level of expectation of employees with respect to twenty three variables identified for the purpose of the study.

The employees were asked to rank their perception regarding expectation on a five point scale assigning 5 to very much important (VMI), 4 to important (I) and so on 1 to not important (NI). Based on the response percentage analysis is performed and findings are shown below.

Table 11- Level of expectation of employees

Factors	Level of expectation									
	VMI	%	I	%	N	%	LI	%	NI	%
Work timing	61	55	30	27	17	15	2	2	0	0
Variety in work	0	0	30	27	40	36	8	7	32	29
Job security	17	15	35	32	22	20	28	25	8	7
Salary	41	37	35	32	20	18	12	11	2	2
Work load	53	48	29	26	23	21	2	2	3	3
Available tools and equipments	59	54	27	25	17	15	3	3	4	4
Recognition	64	58	30	27	12	11	3	3	1	1
Motivation	58	53	29	26	16	15	4	4	3	3
Advancement and growth opportunity	60	55	28	25	18	16	2	2	2	2
Training provided	60	55	28	25	15	14	3	3	4	4
Working condition	61	55	29	26	16	15	2	2	2	2

Table 11 (continued)

Policies followed during resignation	59	54	29	26	17	15	1	1	4	4
Transport	64	58	27	25	16	15	1	1	2	2
Uniforms	58	53	29	26	13	12	3	3	7	6
Library	64	58	28	25	16	15	1	1	1	1
Recreation(park, club)	63	57	28	25	12	11	4	4	3	3
Medical benefits	56	51	31	28	15	14	2	2	6	5
Canteen facility	58	53	31	28	17	15	2	2	2	2
Drinking water	60	55	29	26	15	14	3	3	3	3
Toilet	60	55	27	25	18	16	3	3	2	2
Incentives and Bonus	63	57	27	25	17	15	0	0	3	3
Communication system	64	58	26	24	16	15	2	2	2	2
Light and ventilation	61	55	31	28	16	15	2	2	0	0

From the above table it can be seen that majority of the respondents feel that all variables are very much important (VMI) except in the case of job security which is felt as important (I) and variety in work which is assigned neutral (N).

4.6 Level of satisfaction

Understanding the level of satisfaction of employees will enable the organization to take suitable measures to enhance the same. Satisfaction leads to reduction in employee turnover. An attempt is made to analyze the perception of respondents regarding the level of satisfaction. Employee's perception is recorded on a five point scale assigning 5 to very much satisfied (VMS), 4 to satisfied (S) and so on 1 to not satisfied (NS).

Based on the response, percentage analysis is performed and findings are shown below.

Table 12- Level of satisfaction of employees

Factors	Level of satisfaction									
	VMS	%	S	%	N	%	LS	%	NS	%
Work timing	16	15	44	40	24	22	26	24	0	0
Variety in work	14	13	38	35	21	19	32	29	5	5
Job security	28	25	44	40	26	24	8	7	4	4
Salary	11	10	42	38	29	26	26	24	2	2
Work load	18	16	41	37	25	23	25	23	1	1
Available tools and equipments	16	15	42	38	26	24	24	22	2	2
Recognition	18	16	40	36	27	25	22	20	3	3
Motivation	18	16	40	36	26	24	23	21	3	3

Table 12 (continued)

Advancement and growth opportunity	18	16	41	37	24	22	23	21	4	4
Training provided	20	18	40	36	23	21	24	22	3	3
Working condition .	23	21	38	35	25	23	23	21	1	1
Policies followed during resignation	19	17	43	39	24	22	23	21	1	1
Transport	19	17	42	38	24	22	24	22	1	1
Uniforms	18	16	38	35	26	24	25	23	3	3
Library	19	17	42	38	22	20	25	23	2	2
Recreation(park, club)	17	15	37	34	27	25	27	25	2	2
Medical benefits	21	19	39	35	23	21	27	25	0	0
Canteen facility	21	19	37	34	25	23	24	22	3	3
Drinking water	21	19	39	35	24	22	23	21	3	3
Toilet	17	15	40	36	27	25	23	21	3	3
Incentives and Bonus	16	15	41	37	26	24	27	25	0	0
Communication system	19	17	38	35	28	25	24	22	1	1
Light and ventilation	24	22	37	34	25	23	24	22	0	0

From the above table it can be seen that most of the employees are satisfied with respect to all the variables considered for the study.

4.7 The Gap analysis: Expectation v$_s$ Satisfaction.

The gap between the level of expectation and satisfaction will lead to increased employee turnover. Hence the researcher has attempted to analyze the gap between the level of expectation and satisfaction, based on the response obtained on a five point scale.

The gap analysis is performed through paired sample t-test. The following hypothesis is formulated.

H$_0$: There is no significant gap between the level of expectation and satisfaction regarding the factors identified.

The above hypothesis is tested at 5% significant level and findings are shown in the table.

Table 13- Gap between the level of expectation and satisfaction

Factors	t value	P value	Result
Work timings	9.231423	0.002	S
Variety in work	13.31512	0.128	NS
Job security	12.95583	0.245	NS
Salary	14.00728	0.002	S
Work load	14.5088	0.212	NS
Available tools and equipments	14.3369	0.004	S
Recognition	14.3089	0.124	NS
Motivation	14.24808	0.012	S
Advancement and growth opportunity	14.26410	0.001	S

Table 13 (continued)

Training provided	14.3089	0.003	S
Working condition	15.06372	0.220	NS
Policies followed during resignation	14.09903	0.125	NS
Transport	14.28779	0.004	S
Uniforms	14.33411	0.024	S
Library	14.18095	0.013	S
Recreation (park, club)	14.22254	0.054	NS
Medical benefits	14.09563	0.047	S
Canteen facility	14.42066	0.124	NS
Drinking water	14.38279	0.025	S
Toilet	14.48313	0.126	NS
Incentives and Bonus	14.18270	0.035	S
Communication system	14.22254	0.002	S
Light and ventilation	13.85851	0.025	S

From the above table it can be seen that there is a significant gap between the level of expectation and satisfaction with respect to work timings, salary, available tools and equipments, motivation, advancement and growth opportunity, training provided, transport, uniforms, library, medical benefits, drinking water, incentives and bonus, communication system, light and ventilation.

There is no significant gap between the level of expectation and satisfaction with respect to the variables such as variety in work, job security, work load, recognition, working condition, policies followed during resignation, recreation (park, club), canteen facility and toilet are not significant. There is gap between the level of expectation and satisfaction level of employees.

The graph is used to depict the variables in case of which there is a significant gap between expectation and satisfaction.

Chart 2- Expectation v_s satisfaction: Work timings and salary

Gap analysis
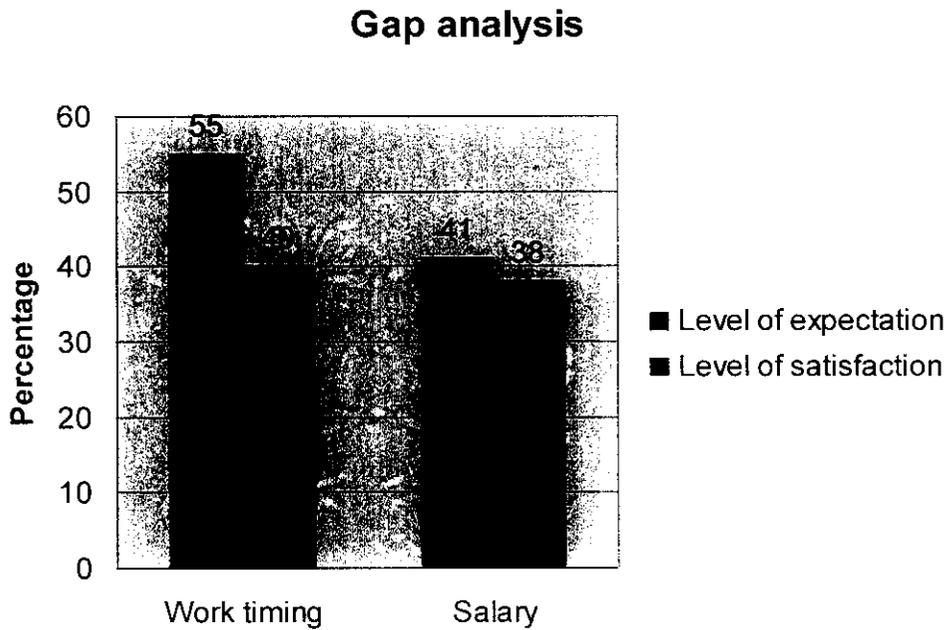
Chart 3- Expectation v_s satisfaction: Available tools and equipments and motivation

Gap analysis
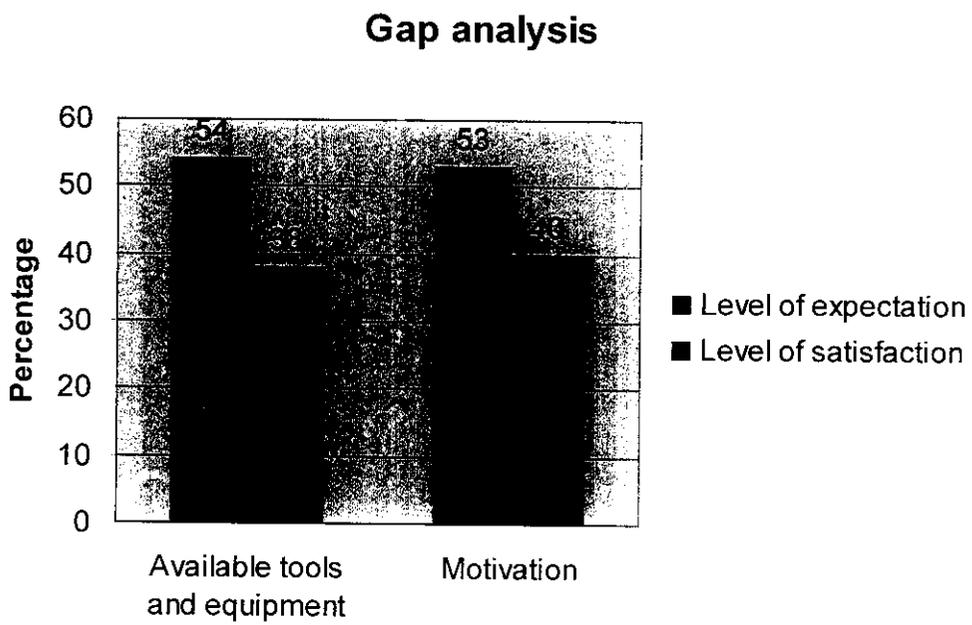
Chart 4- Expectation v_s satisfaction: Advancement and growth opportunity and training provided.

Gap analysis

Chart 5- Expectation v_s satisfaction: Transport and uniforms

Gap analysis

Chart 6- Expectation v$_s$ satisfaction: Library
and medical benefits

Gap analysis
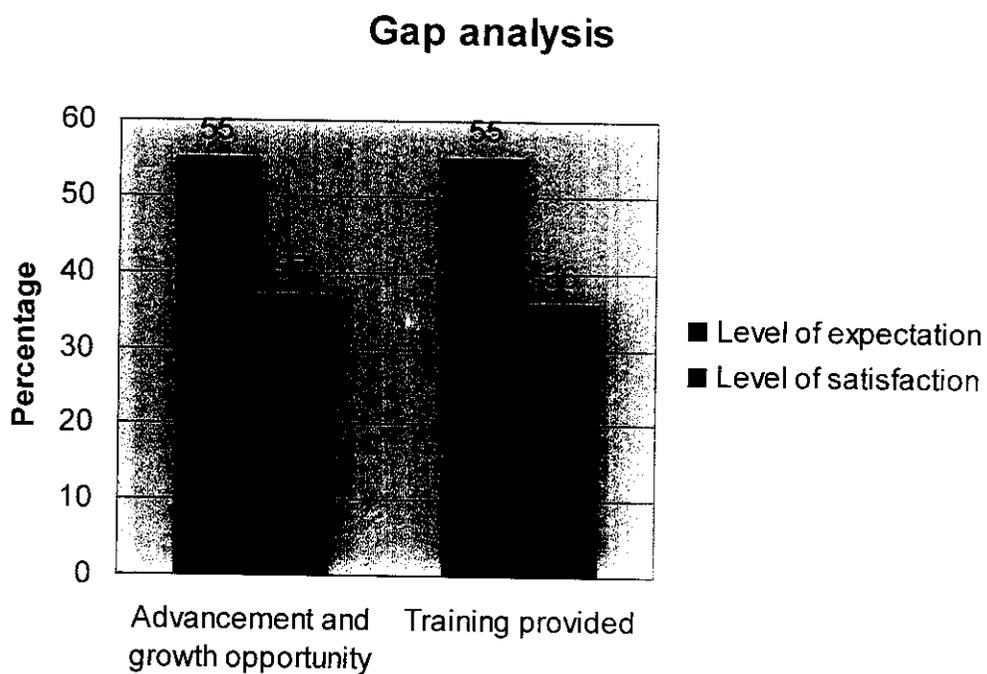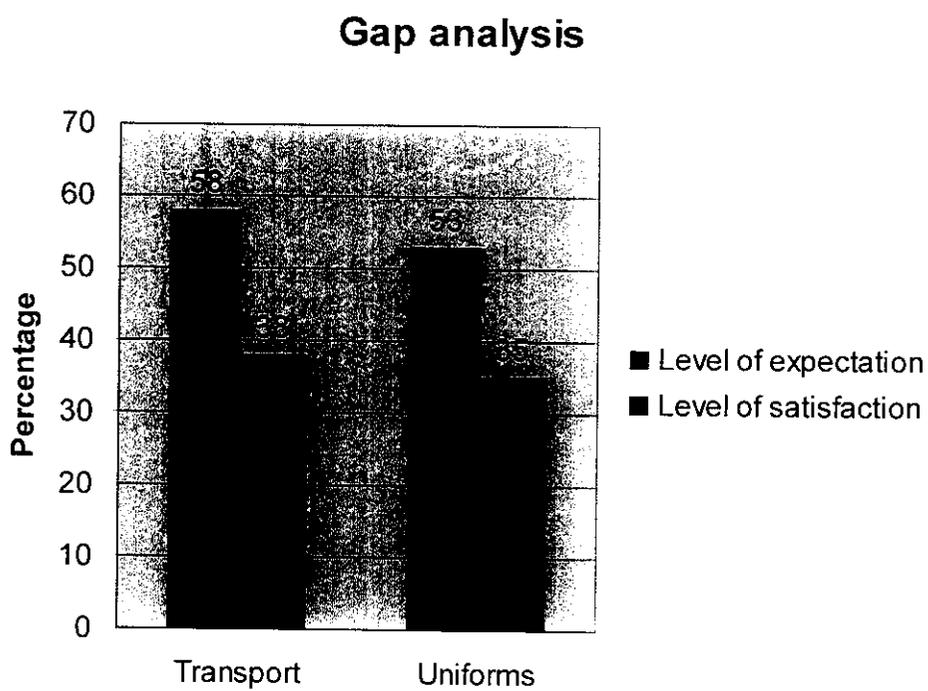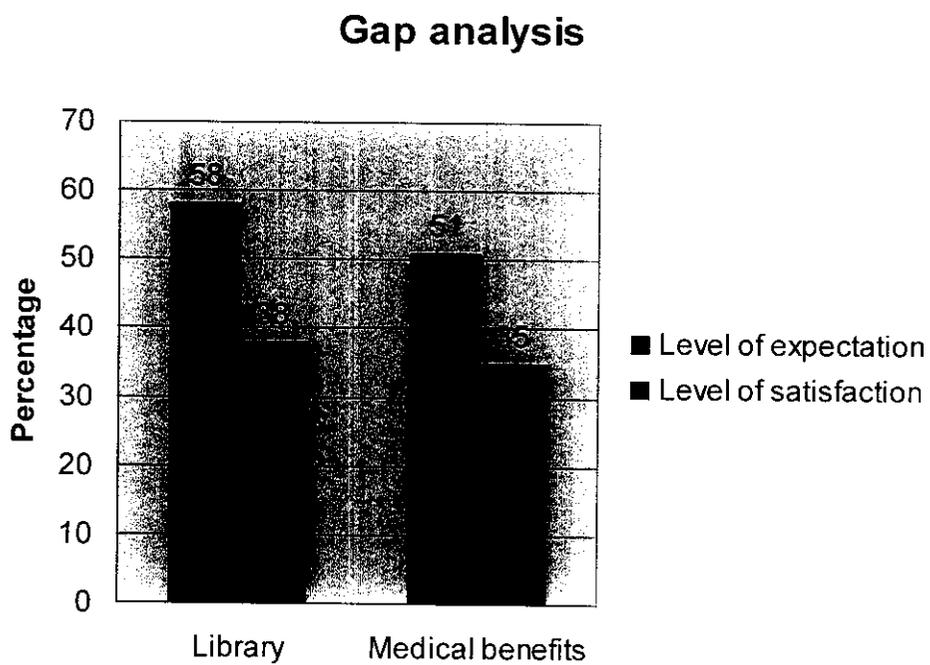
Chart 7- Expectation v_s satisfaction: Drinking water and incentives and bonus
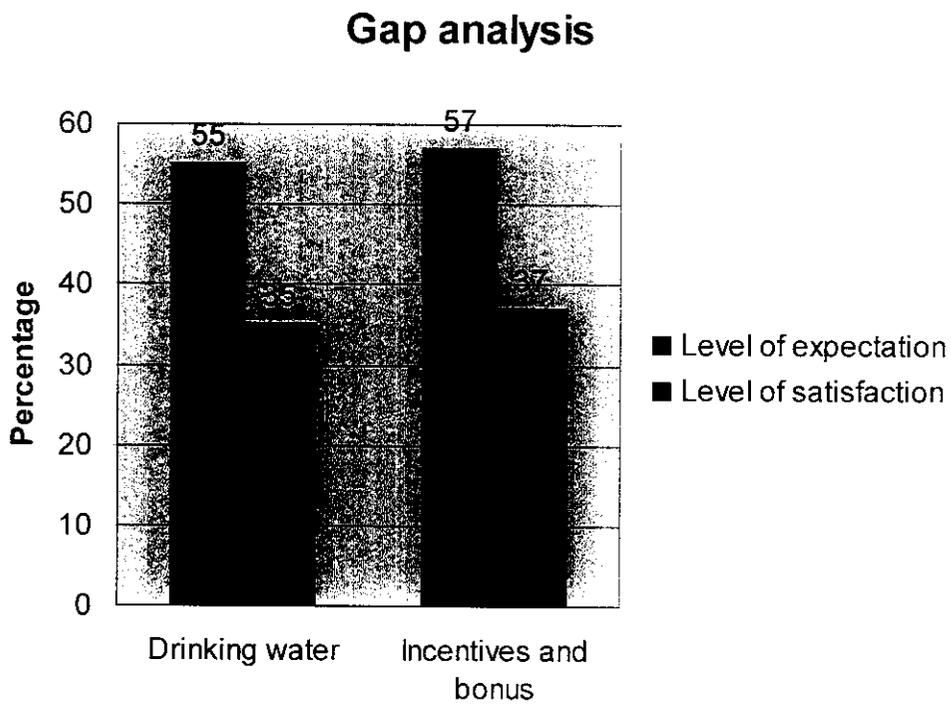
Chart 8 - Expectation v$_s$ satisfaction: Communication system
and light and ventilation

Gap analysis
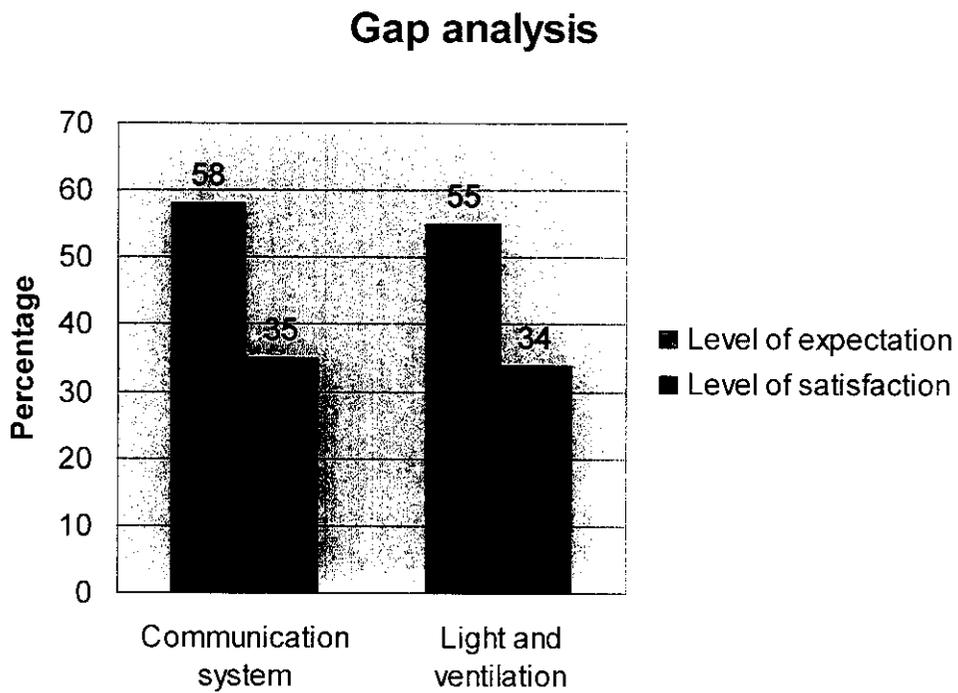
4.8 Demographic variables v_s Factors influencing employee turnover

In order to understand the influence of demographic variable on factors leading to employee turnover, the chi-square test is performed at 5% significant level. The following hypothesis is formulated.

H_0 : Demographic variables does not have a significant influence on the factors leading to employee turnover.

Demographic variables selected are gender, marital status, age, educational qualification and monthly income. The findings are presented in the following table.

Table 14- Influence of demographic variables on factors leading to employee turnover.

Factors	Gender		Marital status		Age		Educational qualification		Monthly income	
	Chi-square	P value	Chi-square	P value	Chi-square	P value	Chi-square	P value	Chi-square	P value
Lack of recognition	3.379	0.496	2.476	0.649	17.144	0.376	7.799	0.801	1.983	0.982
Mismatch between job and person	0.240	0.993	1.337	0.855	6.732	0.978	6.897	0.864	5.361	0.718
Lack of growth opportunities	4.866	0.301	3.375	0.497	11.328	0.789	15.722	0.204	5.183	0.738

Table 14 (continued)

Low Salary	5.352	0.253	0.844	0.933	16.703	0.405	9.667	0.645	9.330	0.315
Heavy Work Load	1.611	0.807	5.601	0.231	17.517	0.353	*21.081	0.049	3.137	0.925
Work Stress	3.734	0.443	2.198	0.699	8.9975	0.914	9.346	0.673	2.931	0.939
Accidents	2.019	0.732	*10.300	0.036	20.157	0.213	3.497	0.991	8.351	0.400
Lack of communication	6.902	0.141	5.899	0.207	7.423	0.964	20.245	0.063	8.323	0.403
Inadequate Training	2.143	0.709	6.194	0.185	11.010	0.809	14.771	0.254	3.205	0.921
Health problems	5.443	0.245	4.802	0.308	15.445	0.492	18.532	0.100	5.518	0.701

From the above table it can be seen that the demographic variable marital status has a significant influence on the importance given to accidents. Educational qualification has a significant influence on the importance given to heavy work load. The other demographic variables do not have a significant influence on the factors leading to employee turnover.

4.9 Demographic variables v$_s$ Level of satisfaction

In order to understand the influence of demographic variable on satisfaction level of employees the chi-square test is performed at 5% significant level. The following hypothesis is formulated.

H$_0$: A demographic variable does not have a significant influence on the satisfaction level of employees.

Demographic variables selected are gender, marital status, age, educational qualification and monthly income. The findings are presented in the following table.

Table 15- Influence of demographic variables on satisfaction level of employees

Factors	Gender Chi-square	P value	Marital status Chi-square	P value	Age Chi-square	P value	Educational qualification Chi-square	P value	Monthly income Chi-square	P value
Uniforms	8.084	0.089	1.414	0.842	17.810	0.335	11.236	0.509	3.990	0.858
Medical benefits	4.276	0.233	1.881	0.598	9.654	0.646	10.114	0.341	2.296	0.891
Toilet	3.926	0.416	1.442	0.837	12.813	0.686	7.819	0.799	6.763	0.562
Working condition	4.637	0.327	3.124	0.537	16.452	0.422	7.598	0.816	2.349	0.968
Motivation	4.036	0.401	0.777	0.942	11.192	0.798	10.843	0.542	3.018	0.933
Drinking water	8.685	0.069	6.701	0.153	18.153	0.315	7.803	0.800	7.241	0.511
Incentives and Bonus	5.603	0.133	0.354	0.950	8.729	0.726	4.215	0.897	2.716	0.844
Training provided	5.738	0.220	2.451	0.654	11.396	0.784	9.518	0.658	4.113	0.847
Library	6.296	0.178	1.114	0.892	16.614	0.411	8.512	0.744	3.329	0.912

Table 15 (continued)

Recreation(park, club)	5.608	0.230	0.584	0.965	9.418	0.895	13.023	0.367	4.959	0.762
Available tools and equipments	4.786	0.310	4.689	0.321	9.560	0.889	8.439	0.750	6.425	0.600
Work timing	2.724	0.436	0.482	0.923	6.693	0.877	5.411	0.797	4.245	0.644
Transport	*9.319	0.050	1.962	0.743	15.448	0.492	7.482	0.824	2.391	0.967
Policies followed during resignation	6.638	0.156	2.000	0.736	12.898	0.680	*20.116	0.050	5.063	0.751
Communication system	8.442	0.077	2.486	0.647	13.618	0.627	10.313	0.589	3.716	0.882
Light and ventilation	*7.510	0.050	1.223	0.748	11.564	0.481	5.262	0.811	2.012	0.919
Work load	4.138	0.388	3.597	0.463	14.872	0.534	8.833	0.717	3.157	0.924
Salary	3.812	0.432	1.327	0.857	9.749	0.879	9.236	0.683	2.013	0.981
Canteen facility	7.199	0.126	2.813	0.590	14.656	0.550	6.441	0.892	3.057	0.931
Recognition	6.039	0.196	2.410	0.661	15.160	0.513	10.871	0.540	5.121	0.745
Advancement and growth opportunity	7.644	0.106	1.642	0.801	9.418	0.895	5.785	0.927	5.179	0.738
Variety in work	8.865	0.065	0.817	0.936	22.692	0.122	16.427	0.172	5.852	0.664
Job security	4.573	0.334	3.454	0.485	17.108	0.379	8.275	0.763	6.222	0.622

From the above table it can be seen that the demographic variable gender has a significant influence on the importance given to transport facilities and light and ventilation. Educational qualification has a significant influence on the importance given to policies followed during resignation. The other demographic variables do not have a significant influence on the satisfaction level of employees.

Conclusion

CHAPTER 5

CONCLUSION

5.1 Results and discussions

The finding of the study is grouped under various headings and discussed:

5.1.1 Profile of the respondents

- Majority of the employees are male.
- Majority of the employees are married.
- Most of the employees belong to the age group of 25-35 years.
- Most of the employees have school level education.
- Majority of the employees have a monthly income of below 5000.

5.1.2 Job profile

- Most of the employees have an experience of below five years.
- Most of the employees belong to Production and Quality department.

5.1.3 Employee turnover

- The average employee turnover for last four years is 10.44 %.

5.1.4 Factors influencing employee turnover

- The top ten major factors which lead to employee turnover are lack of recognition, mismatch between job and person, lack of advancement and growth opportunities, low salary, heavy work load, work stress, accidents, lack of communication, inadequate training, health problems and so on.

5.1.5 Expectation V_s Satisfaction

- Majority of the respondents feel that all variables are very much important except in the case of job security which is felt as important and variety in work which is assigned neutral.
- Most of the employees are satisfied with respect to all the variables.

5.1.6 Gap analysis

- There is a significant gap between the level of expectation and satisfaction with respect to work timings, salary, available tools and equipments, motivation, advancement and growth opportunity, training provided, transport, uniforms, library, medical benefits, drinking water, incentives and bonus, communication system, light and ventilation.

5.1.7 Demographic variables V_s Factors influencing employee turnover

- The demographic variable marital status has a significant influence on the importance given to accidents.
- Educational qualification has a significant influence on the importance given to heavy work load.

5.1.8 Demographic variables V_s Level of satisfaction

- The demographic variable gender has a significant influence on the level of satisfaction regarding transport facilities and light and ventilation.
- Educational qualification has a significant influence on the level of satisfaction regarding policies followed during resignation.

5.2 Considered recommendation

From the findings of the study, the following recommendations are suggested;

• Findings relating to employee turnover reveal the following reasons for the same; lack of recognition, low salary, accidents, mismatch between job and person, lack of advancement and growth opportunities, heavy work load etc. The management should frame suitable policies regarding the above listed factors to reduce the employee turnover.

• From the findings regarding level of satisfaction it can be seen that most of the respondents were only satisfied with the facilities provided. Measures can be taken to enhance the satisfaction level in order to elevate the majority of respondents to the highly satisfied zone.

• The gap analysis reveals that there is a significant gap between level of expectation and satisfaction of employees with respect to salary, work timings, training, transportation etc. The management should take adequate steps to fulfill the expectations regarding the above said factors so as to enhance the level of satisfaction.

• Findings reveal the influence on demographic variable on the level of expectation and satisfaction. The HR department can frame suitable strategies based on the findings to meet the expectation of employees.

Conclusion

This study have been undertaken to reduce the employee turnover in Roots Industry Limited. The findings highlight the level of expectation and satisfaction of employees with regarding various factors related to job satisfaction. The study also reveals the areas where there is a significant gap between the level of expectation and satisfaction of the employees. It also highlights the key factors leading to employee turnover and the influence of demographic variable on the level of expectation and satisfaction of employees. The findings will enable the HR department to frame suitable policies to enhance the level of satisfaction of employees and there by to reduce the employee turnover.

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Web sites
     www.google.com
     www.wikepia.com
     www.ask.com
     www.yahoo.com
     www.auto component industry.com

Annexure

கேள்வி தாள்

1. பெயர்   :
   Name

2. தொழில் துறை   :
   Department

3. பால்   :   ☐ ஆண்   ☐ பெண்
   Gender   Male   Female

4. திருமணமானவரா :   ☐ ஆம்   ☐ இல்லை
   Marital Status   Married   Unmarried

5. வயது   :   ☐ 25 வயதுக்குகீழ்   ☐ 25-35
   Age   Below 25

                           ☐ 36-45   ☐ 46-55

                           ☐ 55 வயதுக்குமேல்
                             Above 55

6. கல்வித்தகுதி   :   ☐ அடிப்படைகல்வி இன்மை ☐ பள்ளிப்படிப்பு
   Educational   No Formal Education   School
   Qualificaiton

                           ☐ பட்டப்படிப்பு   Degree

                           ☐ மற்றவை (குறிப்பிடுக) _____
                           Other (Specify) _____

7. மாத வருமானம்   :   ☐ 5000க்கு கீழ்   ☐ 5001 - 10,000
   Monthly Income   Below 5000

                           ☐ 10,000 க்கு மேல்
                           Above 10000

8. இந்த நிறுவனத்தில்
   சேவை கால வருடம் :   ☐ 5 வருடத்திற்குக் கீழ் ☐ 5-10
   Experience in present   Below 5 Years   ☐ 11-15
   Concern   ☐ 16-20

                           ☐ 20வருடத்திற்கு மேல்
                           Above 25 Years

9. ஒருவர் இந்த கம்பெனியில் இருந்து வேலையை விட்டு வெளியேர எதெல்லாம் காரணமாக இருக்கும் என்பதை பற்றிய உங்கள் கருத்துக்களை அளிக்குமாறு மிகத் தாழ்மையுடன் கேட்டுக் கொள்கிறேன்.

Kindly record your opinion regarding the following aspects influencing the employee turnover

(மிஒ – மிகவும் ஒத்துக் கொள்கிறேன், ஒ – ஒத்துக்கொள்கிறேன், நநி – நடுநிலை,

ஒ.கொ – ஒத்துக் கொள்ளவில்லை மி.ஒ.கொ – மிகவும் ஒத்துக் கொள்ளவில்லை)

SA -Strongly Agree   A -Agree   N -Neutral   DA -Disagree   SDA -Strongly Disagree

பொருள் Particulars	மிஒ S A	ஒ A	நநி N	ஒ. கொ D	மி.ஒ. கொ S D A
பயணிக்கும்தூரம் Distance					
வேலை செய்யும் சூழ்நிலை Lack of good Working condition					
தகுதிக்கு பொருத்தமில்லாத வேலை Mismatch between the job and the person					
குறைவான பயிற்சி Inadequate Training					
வேலையில் முன்னேற்றம் இல்லாததால் Lack of Advancement and growth opportunities					
ஆங்கிகாரம் இல்லாததால் Lack of Recognition					
வேலை அழுத்தம் Work Stress					
குறைவான ஊதியம் Low Salary					
தனி மனிதக் காரணம் Personal reasons					
தவறான நடத்தை Behavioral misconduct					
முதுமை காரணமாக Old age					
இதைவிடச்சிறந்த வேலை கிடைத்ததால் Better job in another company					
ஒழுக்கமில்லாத நடவடிக்கை Unfair disciplinary actions					

நோய்வாய்ப் பட்டதால் Sickness					
வேலை நீக்கம் Dismissals					
ஊக்கமின்மை Lack of motivation					
உடல் ஆரோக்கியமின்மை Health problems					
விபத்துக்கள் Accidents					
வேலை உத்திரவாதமின்மை Lack of job security					
உயர் அதிகாரிகள் உடனான தகவல் தொடர்பு சரியின்மை Lack of proper communication with higher officials					
மரியாதைக் குறைவு Lack of respect					
சரியான உதிரி கருவிகள் இல்லாததால் Lack of proper tools and equipments to perform the job					
வேலை கடினம் Job difficulty					
வேலை பார்க்கும் நேரம் Work timings					
கடினமான வேலை பளு Heavy work load					

10. கம்பெனியில் உள்ள வசதிகளைப் பற்றி உங்களுடைய எதிர்பார்ப்பு மற்றும் எந்த அளவிற்கு திருப்தி அடைந்துள்ளீர்கள் என்பதைப் பற்றிய உங்களின் கருத்துக்களை அளிக்குமாறு மிகத் தாழ்மையுடன் கேட்டுக் கொள்கிறேன்.

Kindly record your level of expectation and satisfaction regarding the following aspects.

(மிமு – மிகவும் முக்கியம் மு முக்கியம் நநி ந(நு)நிலை குமு குறைவாக முக்கியம் முஇ - முக்கியம் இல்லை
மிதி - மிகவும் திருப்தி தி திருப்தி நநி நடுநிலை திஇ திருப்தி இல்லை மிதி இ - மிகவும் திருப்தி இல்லை)

VMI - Very much important I - Important N- Neutral LI - less important NI - Not important
VMS - Very much satisfied S - satisfied N- Neutral DS - Dissatisfied VMDS - Very much dissatisfied

மிமு VMI	மு I	நநி N	குமு LI	முஇ NI	விபரங்கள் Particulars	மிதி VMS	தி S	நநி N	திஇ DS	மிதி இ VMDS
					வேலை பார்க்கும் நேரம் Work timings					
					வேலை வேற்றுமை Variety in work					
					வேலை உத்திரவாதம் Job security					
					ஊதியம் / சம்பளம் Salary					
					வேலை பளு Work load					
					இருக்கிற உதிரி கருவிகள் Available tools and equipments					
					அங்கீகாரம் Recognition					
					ஊக்கப் படுத்தும் முறை Motivation					
					வேலையில் முன்னேற்றம் Advancement and growth opportunity					
					கொடுக்கப்பட்ட பயிற்சி Training provided					
					வேலை செய்யும் சூழ்நிலை Working condition					
					வேலையை விட்டு விலகும் விதிமுறைகள் Policies followed during resignation					
					போக்குவரத்து வசதிகள் Transport					

					சீருடை Uniforms					
					நூலக வசதி Library					
					பொழுது போக்குச் செயல் Recreation (park, club)					
					மருத்துவ வசதி Medical benefits					
					சிற்றுண்டிச் சாலை Canteen facility					
					குடிநீர் வசதி Drinking water					
					கழிவறை வசதி Toilet					
					போனஸ் மற்றும் ஊக்கத் தொகை Incentives and Bonus					
					உயர் அதிகாரிகளுடனான தகவல் தொடர்பு முறை Communication system					
					ஒளி மற்றும் காற்றோட்ட வசதி Light and ventilation					