

**ATTRITION AND EMPLOYEE RELATIONSHIP.
A CAUSAL STUDY AT NUMANN AUTO PRODUCTS INDIA
PRIVATE LIMITED, HOSUR, TAMIL NADU**

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

CERTIFICATE



BONAFIDE CERTIFICATE

Certified that this project report titled, "Attrition and Employee Relationship. A Causal Study At Numann Auto Products India Private Limited, Hosur" is the bonafide work of Ms. SATHYAPREETHI. S (1020400051), 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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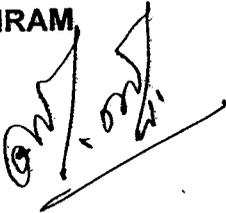
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It is my humble duty to thank God Almighty who showered his blessings upon for the successful completion of this project.

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Date: *18.05.2012*

Place: Coimbatore

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ABSTRACT

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This study describes the cause and effects of Employee Relationship over Attrition at Numann Auto Products India Private Limited, Hosur. It is done by studying the recent trends of employee turnover and to identify the various causal factors of attrition in the organization. And then to relate the various factors attributing towards employee relation and to ascertain the relationship between the causes for attrition and employee relationship.

This study is a combination of exploratory and descriptive research. Primary data is collected in the form of Questionnaire. The questionnaire which consisting of multiple-choice questions have made. The data is collected from them using Systematic Sampling Technique. And after that the data have been tabulated and interpreted. Percentage analysis, cross tabulation, Correlation & Chi Square test are used to analyze the data where it tries to reveal the cause and effects of Attrition over Employee Relationship at Numann Auto Products India Private Limited, Hosur.

CHAPTER I
INTRODUCTION

CHAPTER 1

INTRODUCTION

1.1 Introduction to the Study

Attrition occurs when employees leave a company. Attrition can quickly deplete a company of its best employees and drastically thin its workforce, leading to slow production or even stoppages. Attrition can cause current employees to take on additional workloads, leading to stress and worsening the situation.

Even if a company replaces its lost employees, it must then spend the time and money training new workers, at the same time Poor employee relations may cause attrition. Employees who feel that they're treated poorly, paid wages lower than industry standards and offered little to no benefits may seek employment elsewhere. Examples of poor employee relations include forcing employees to work long hours constantly, berating employees and refusing to acknowledge their contributions.

The company may not be able to replace employees who leave, because of recruitment issues or because of the company's reputation for poor employee relations. To stop attrition caused by sub-par employee relations, management must overhaul the way in which it treats employees. By respecting its workforce through communicating in a friendly manner, offering better wages and benefits and empowering employees, companies can stop employees from exiting all together.

Attrition is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers.

Usually the attrition will be high in medium and small scale industries as these industries lack in employee retention compared to the large scale industries while they have only less attrition.

Attrition is both pervasive and costly. It cuts across every type and size of organization from low tech to high tech and from finance to sales. While the rate of turnover may vary between companies, sectors, and industries, and by division, function, tenure, gender, race and performance level within the same organization, there are enormous adjustment costs any time an employee walks out the door.

There is no set level of attrition above which effects on the employing organization becomes damaging. Everything depends on the type of labor markets in which you compete. Where it is relatively easy to find and train new employees quickly and at relatively little cost (i.e. where the labor market is loose), it is possible to sustain high quality levels of service provision despite having a high turnover rate.

Hosur is known on these days for the thousands of industries located here. During 1980s industrialization began with the help of SIPCOT and Hosur became Industrial Town. It was Karunanidhi - Chief Minister of Tamil Nadu along with Rajaji and C. Subramanian (then finance minister for India), who took lot of efforts to establish industries at Hosur.

Hosur is number two town in Tamil Nadu state in terms of commercial tax revenue. Hosur, the town located just 40 KMs from Bangalore central, and a border Bangalore is always envy to the neighbor. Manufacturing industries include Ashok Leyland manufacturing heavy trucks, TVS Motor Company making Three Wheelers and Two wheelers, Titan Watches & Titan Jewelry - TATA group of companies and etc. Manufacturing facilities of Hindustan Motors, Caterpillar, Luk-India, Exide batteries, Gabriel Shock Observers etc., are located.

Other industries related to Granite and marble, pharmaceuticals, Tissue culture labs, Floriculture, Sericulture etc., have lots of presence here. 1000s of ancillary units supporting the major industries can be seen spread all over the town - almost in nook and corner of the town.

Population of Hosur was approximately around 175,000 people according to official statements in the year 2008. And the job opportunity available in Hosur is also large which created the more options for the employees. Thus it leads to the high attrition in most of the industries.

By contrast, where skills are relatively scarce, where recruitment is costly or where it takes several weeks to fill a vacancy, turnover is likely to be problematic from a management point of view. This is especially true of situations in which you are losing staff to direct competitors or where customers have developed relationships with individual employees as is the case in many professional services organizations.

Some Job turnover positively benefits organizations. This happens whenever a poor performer is replaced by a more effective employee, and can happen when a senior retirement allows the promotion or acquisition of welcome 'fresh blood'. Moderate levels of staff turnover can also help to reduce staff costs in organizations where business levels are unpredictable month on month. In such situations when business is slack it is straightforward to hold off filling recently created vacancies for some weeks.

The basic reason for high attrition is there is no proper communication between employees and management, thus management has no idea of how to retain a certain employees. To achieve this we need a better relationship between employees and management (i.e. Employee relations).

An employee relation is used to denote the collective relationships between management and the workers. Traditionally, the term Employee relations is used to cover such aspects of industrial life as trade unionism, collective bargaining, workers' participation in management, discipline and grievance handling, industrial disputes and interpretation of labor laws and rules and code of conduct

An employee relation is a multidisciplinary field that studies the employment relationship. An employee relation is increasingly being called employment relations because of the importance of non-industrial employment relationships. Many outsiders also equate Employee relations to labor relations. Employee relations studies examine various employment situations, not just ones with a unionized workforce.

In the words of Lester, "Employee relations involve attempts at arriving at solutions between the conflicting objectives and values; between the profit motive and social gain; between discipline and freedom, between authority and industrial democracy; between bargaining and co-operation; and between conflicting interests of the individual, the group and the community".

Under general direction, responsible for managing employee relations programs including: recruitment and selection, classification and compensation, employee development and training, staff support for the negotiation and administration of collective bargaining agreements, civil service ordinance administration, equal employment opportunity/affirmative action, and employee assistance.

1.2 Industry Profile

A progression of Indian Auto Industry

The Auto Industry comprising of Automobile manufacturers and Auto component manufacturers, the industry is a prime driver to boost up the Indian economy contributing 4.7% of country's GDP in the year 2003-04. The industry has sustained a longer struggle behind its admirable way of detonating success. Presently we see the Joint ventures or own foreign subsidiaries in automobile as well as auto component industry, the foundation for Indian Automobile industry laid by Hindustan Motors and Premier Automobiles Ltd in 1942 and 1944.

And further various manufacturers clustered the industry such as Automobile Products of India Ltd (APL), Mahindra & Mahindra, Tata Motors, Ashok Leyland in 1970's till then the policy framework for the industry was very stringent, and there was very limited scope for expansion, the Research and Development was also far behind, the Industry was less complicated in technology, hence there was low investment in Research and development, the Joint venture of Maruti and Suzuki initiated a substantial growth in the industry and after the liberalization policy adopted by India in 1990, the scenario of industry went on changing, the industry gained a up-thrust impetus.

The liberalization allowed MNC's such as Ford, Toyota, and Hyundai to set up facilities in India. However the arrival of MNC auto manufacturers revealed the incapability of local auto component suppliers to the global players, due to lack of technology and change in requisites.

On other side the import of auto components were highly price sensitive and the huge import tariffs, this intended the MNCs to convey their traditional suppliers to set up in India.

As Delphi followed General Motors in 1995 and set up the facility in Gujarat, Visteon followed Ford, further many of the local players auto and auto component manufacturers seek assistance from the global manufacturers especially for complicated and higher technical jobs, many of the automotive companies managing their own subsidiaries without any such collaborations, manufacturing low end products such as casting and forging, Brake linings, Sheet metals, pistons, piston rings etc.

The industry is fragmented in the several levels of supplying categories, from Tier 4 to tier 1, the larger companies moving the value chain as tier1 companies, while SME's are identifying in tier 2 and tier 3 slots. The Indian auto components industry has over 420 players in the organized sector and over 10000 players in the unorganized sector. Around 390 auto component manufacturers have ISO 9000 certification, 223 companies with QS-9000 certification, and 83 companies with TS 16949. In the past years, this industry has contributed 10 -12 percent to the total auto production. By the end of the third quarter in 2005, exports accounted for 15 percent of the total volumes in the auto components industry. In 2004-05, the value of auto component exports is estimated to be Rs. 56,475 million.

Classification and Structure of Auto Component Industry

An auto component industry can be segmented on the basis of the production of component types as below

- Engine Parts
- Drive Transmission and Steering Parts
- Suspension and Brake Parts
- Electrical Parts
- Equipments
- Other Parts

In India the auto component industry is structured in three basic categories.

- Indian companies without any collaboration or having very minimal collaboration with any foreign companies for e.g. Sundram Brake Lining, Sundram Fasteners.
- Indian companies with foreign collaboration, such as Indian Nippon Electricals, Hinoday etc.
- MNCs completely owned subsidiaries or the units in which they have major control. For e.g. Delphi, Visteon, Denso, MICO etc.

Evolution of Auto Components industry

The Auto component Industry is directly dependent on Auto industry; the industry was of very small size in the period of 1970s, the growth initiated after the entry of Maruti Udyog Ltd. Many new auto component manufacturers emerged in 1980s. The Indian auto industry has evolved around three major clusters geographically West, North & South of India Major automotive clusters – West-Mumbai, Pune, Nasik, and Aurangabad, South-Chennai, Bangalore, Hosur and North-Delhi, Gurgaon, Faridabad.

The set up of Tata motors, Bajaj, Mahindra & Mahindra, Skoda, General Motors etc. and auto component manufacturers like Bharat Forge, DGP Hinoday, Kirloskar Brothers, SKF Bearings, Kalyani Brakes etc. in the west region. Maruti Suzuki during 1990s created a base in the North accordingly the other auto industry like Honda, Eicher etc., and auto component companies like Delphi, Denso India, Lumax, Minda, Sona Koyo, Shriram Pistons etc., setup a hub in the central North.

In the South region the auto & auto component industries are Ashok Leyland, Ford, Toyota Kirloskar, Hyundai, TVS Motors, Brakes India, MICO, Lucas-TVS, Rane Brakes, Sundram Fasteners etc. constituting a major hub.

The quality consciousness, value chain inherited through the automobile companies towards the suppliers. Further the entry of more MNC's & giant domestic auto manufacturers prompted supply chain developments to enhance the productivity and responsiveness towards both the ends suppliers as well as automobile companies.

The auto component industry can also be segmented through the supply chain tierization like first tier, second tier, third tier and fourth tier as the levels of supply category and involvement in the supply chain of automobile company. The fourth tier suppliers supplies raw material as a small jobs while a second tier suppliers produces a full auto components further the first tier suppliers identified as a OEMS/ Assemblers (Original equipment manufacturers).

There are new direct suppliers, who design systems and coordinate almost the entire chain encompassing the manufacturing and assembly process and these are the Tier 1 and 0.5 who have major involvement as a supplier in manufacturing of automobiles, they provide semi – assembled modules of automobiles like steering system, rear axle system etc. which can be directly fixed on the final assembly of the cars. The risks and challenges are being transferred to the tier 1 & 0.5 suppliers.

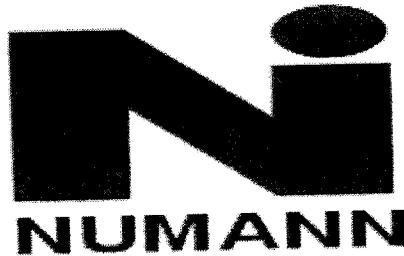
Suspension and Braking Parts

According to the classification by ACMA, the primary sub-segments in the Suspension and Braking Parts segment are: brakes, brake assemblies, brake linings, shock absorbers & leaf springs.

Key Features:

- Suspension and Braking Parts is the fourth largest product segment of the Indian automotive components industry with a 12% production share.
- Demand share of the replacement market in this segment varies from 30-70%, depending on the product. The unorganized sector has a significant presence in some products with low technological intensity.
- The profit margins in this segment are in line with the industry average. The companies in this segment typically offset the high raw material costs with low employee costs.

1.2 Organization Profile



Numann Auto Products India Private Limited, Hosur.

Vision:

To be a greatly admired, diversified company with presence in export and major domestic market within 5 years time.

Mission:

To be listed as one among the top 10 precision machining and value added solutions in South Indian Industry in 2015.

Company History:

Numann Auto Products India Private Limited is an ISO 9001: 2000 Certified Company established in 2010 by Mr.S.Ravindran. The company is located in Hosur, Tamil Nadu near Bangalore, Garden city of India.

Numann Auto Products India Private Limited is a company under the group of Numann Industries. Numann Industries is an established in 1998 by Mr.S.Ravindran. The company is located in Hosur, Tamil Nadu near Bangalore, Garden city of India.

Numann Industries caters to automotive giants such as M/s.Renowned Auto Products Mfrs. Ltd., M/s.Harita Seating systems Ltd., M/s.Sundram Auto Components Ltd., (Plastic and Rubber Divisions), M/s.Elkayem Auto Ancillaries P Ltd., and M/s. Tenneco RC India P Ltd.

Numann were specialized in producing precision auto turned components out of all kinds of ferrous and non ferrous materials.

Numann has also having other specialized process such as Grinding, Hardening, Plating and Anodizing with the support of our valuable suppliers. The team "Numann" has their proven technical strength, competence, productivity and operating efficiency occupying very prominent position in the Automobile Industry.

At present Numann has got 20 Great Customers all over India. Out of that TENNECO is sharing about 30% of the total sales turnover. Numann is supplying quality products to all four units of TENNECO in India.

Numann were committed to total customer satisfaction by understanding customer requirements and providing right product at right time through continuous improvement and involvement of all employees

Numann also commit to achieve these by implementing ISO 9001:2000 Quality Management System and continually improving the system.

Numann Industries are one of the primary manufacturer of Mechanical Components and easy to handle Aluminum Turned Components, Stainless Steel Turned Components, Machined Bush, Pressed Metal Components, Precision Turned Parts, Turned Components, Precision Job Work, Brass Turned Components, Precision Traub Components, Cylindrical Precision Turned Components.

Infused with the aim to deal in best quality Mechanical Components, Numann Auto Products are the best solutions provider within your reach. Today Numann is the authorized manufacturer of leading companies.

Numann has made a continuous improvement in the supply of various genuine and trusted quality Aluminum Turned Components, Stainless Steel Turned Components, Machined Bush, Pressed Metal Components, Precision Turned Parts, Turned Components, Precision Job Work, Brass Turned Components, Precision Traub Components, Cylindrical Precision Turned Components.

Numann's Motto:

- To satisfy Customer Quality Requirements
- To satisfy Customer Delivery Requirements
- To Achieving Zero PPM
- To Become Global Supplier for Automotive Parts

Quality Policy:

- We are committed to total customer satisfaction by understanding customer requirements and providing right product at right time through continuous improvement and involvement of all employees
- We commit to achieve these by implementing iso 9001:2008 qms and continually improving the system.

Products Manufactured:

- Metal Inserts For Plastic Injection Moulding Products
- Metal Inserts For Rubber Injection Moulding Products
- Precision Turned Parts For Suspension Assemblies
- Piston Rods For Shock Absorber Assembly
- Precision Turned Parts For Automobile Seating Assemblies
- Special Bolts And Nuts For Automobile Industry
- Special Sleeves And Bushes For Automobile Industry
- Precision Turned Parts For Break Assemblies
- Automobile Suspension Parts
- Aero Space Components
- Precision Auto Turned parts for Two Wheelers, Four Wheelers and Heavy Goods Vehicles.

Sub Contractor Facilities:

- Grinding Operations
- Cold Forging
- Wire Cutting and Sparking
- Hardening
- Plating
- Anodizing

Special Features:

- The product we manufacture to enjoy the total customer satisfaction from Auto majors like M/s Renowed Auto Products Mfrs. Ltd., and M/s.TVS group of companies.
- Robust organization - technical strength – financial discipline and transparency in operations to handle multi customers & more varieties.

Achievements:

- Our valuable achievement for the year 2007 from M/s Renowned Auto Products Mfrs. Ltd., Hosur
- Successfully Conducted TOYOTA Japan Process Audit for 800L Piston Rod on 17.09.2009
- Successfully Conducted NISSAN Japan Process Audit for Tube Spacer component on 19.11.2009

1.4 Statement of the Problem

Human resource is the most important factor for any organization and success of any organization is depending upon its resource. If human resource of organization is not happy with the organization, then employee attrition will be high. So to keep the attrition low, it is necessary to maintain a good employee relationship. Maintaining good employee relation is also one of the task of human resource manager.

This study describes the cause and effects of Employee Relationship over Attrition at Numann Auto Products India Private Limited, Hosur. It is done by identifying the various causal factors of attrition in the organization. And then to relate the various factors attributing towards the causes for attrition and employee relationship.

1.5 Objective of the Problem

Primary Objective:

To study the cause and effects of Employee Relationship over Attrition at Numann Auto Products India Private Limited, Hosur.

Secondary Objectives:

- ❖ To identify the various causal factors of attrition in the organization.
- ❖ To relate the various factors attributing towards employee relation.
- ❖ To ascertain the relationship between the employee relationship and the causes for attrition.

1.6 Scope of the Study

Like any other industry, Numann Auto Products Private Limited is also facing the problem of high employee turnover due to which it is losing out on critically talented people. The employees carry along with them their experiences & also the business secrets to other companies, which is a major concern for the industry.

The organization also loses out on the recruitment cost, training cost, replacement cost and more over the valuable time which is not replaceable. Through this research the organization can get to know the actual persisting reasons for the high turnover, not only the real facts for the attrition be known but also relates it with the employee relation and the findings & recommendations help in resolving these issues & thereby reduce the turnover.

CHAPTER II
REVIEW OF LITERATURE

CHAPTER 2

REVIEW OF LITERATURE

Literature Review

The purpose of literature review is to understand the secondary data that has been gathered in the field of study. Through reviews, it is possible to assimilate and deduce the relation with attrition rate and employee relations. Also in order to keep up with the latest issues in this area reviews are very informative.

Braun (2005)¹ Minimizing turnover at the workplace has long been held as conventional wisdom that almost goes without saying. Lately more companies are taking the approach that managing turnover in terms of keeping it low just for the sake of having a low turnover rate is not necessarily the most profitable practice. Instead of managing turnover and giving equal value to all employees the notion is that retention efforts should be focused on certain types of employees rather than across the board.

For example, at Applebee's their system doesn't reward managers for keeping turnover low, it rewards them for keeping turnover low for top-performing employees. In their case the company divides its employees into three groups: the top 20 percent, the middle 60 percent, and the bottom 20 percent. (The 20/60/20 approach.)

With the retention efforts of their managers focused on the top 80 percent of employees the company doesn't even set retention goals for the bottom 20 percent. Many of those in the bottom percentage will leave and be replaced by a new group of hires, some of whom may turn out to become top-performers.

¹ Braun, Employee Turnover Trends. Braun Consulting News, Vol. 8, No. 1, Summer2005

Turnover usually rises during economic expansions and falls during recession, in an inverse proportion to the unemployment rate. Today we are experiencing ongoing soft labor markets and unusually low quit rates.

In this environment the trend is that many companies are more concerned with the turnover rate being too low rather than too high. With a heightened concern about wrongful termination lawsuits managers can sometimes be reluctant to release poor performers, and this in turn may lead to a loss in competitiveness.

Some advantages of higher turnover rates are in introducing new talent, and cost savings through resetting salaries and other measures. In some cases employers must replace old skill sets with new ones as technology or the customer base changes, or for a different demographic mix or a better distribution of age groups.

To facilitate this some companies are now moving towards semiannual or even quarterly reviews to speed up the process of terminating low performers or employees who can't step up to meet new requirements of the company. The trend seems to be that workforce management executives are more likely to think that unless they are creating "churn" in their turnover they are facing a situation of ongoing inflated labor costs and stagnation.

Parbudyal Singh, Natasha Loncar (2010)². The main purpose of this study was to investigate the relationship among pay satisfaction, job satisfaction and turnover intent. Using a multidimensional approach to pay satisfaction, data from 200 registered nurses (RNs) in a unionized hospital were analyzed. The regression results show that while pay satisfaction affects turnover intent, job satisfaction may be a more crucial variable in terms of nurses' turnover. Recommendations for health care managers and human resources professionals are made with respect to systematic approaches that can reduce turnover among RNs and other employee groups.

² Parbudyal Singh, Natasha Loncar. Pay Satisfaction, Job Satisfaction and Turnover Intent. *Relations Industrielles / Industrial Relations*; Summer 2010, Vol. 65 Issue 3, p470-490

David Krachhardt, John McKenna, Lyman W Porter, Richard M Steers (1981)³. Specific supervisor interactions with tellers in 50 branches of a commercial bank were examined for their contribution to turnover rates. For those branches that instigated such actions, turnover was significantly lower than in the matched control groups. Moreover, actual implementation was found to be influenced by the efficiency level of the individual branches

Christian Vandenberghe, Kathleen Bentein (2009)⁴. We examined the relationships of affective organizational commitment and affective commitment to supervisors with turnover intentions and actual turnover, using three independent samples of employees. In Sample 1 (N = 172) and Sample 2 (N = 186), affective organizational commitment and affective commitment to supervisors were found to exert independent negative effects on turnover intentions. Moreover, in both samples, affective commitment to supervisors was more strongly related to turnover intentions when affective organizational commitment was low. In Sample 3 (N = 431), affective commitment to supervisors was the single significant predictor of actual turnover and interacted with affective organizational commitment such that its effect was stronger when affective organizational commitment was low. The implications of these findings for the understanding of the commitment-turnover relationship are discussed.

Gordon T Bowden (1952)⁵. The article mentions the problem of employee turnover and human relations training courses in the United States. Some losses in the work force can be explained by the free economy that expands and relocates,

³ David Krachhardt, John McKenna, Lyman W Porter, Richard M Steers. Supervisory Behavior and Employee Turnover: A Field Experiment. *Academy of Management Journal*; Jun81, Vol. 24 Issue 2, p249-259

⁴ Christian Vandenberghe, Kathleen Bentein. A closer look at the relationship between affective commitment to supervisors and organizations and turnover. *Journal of Occupational & Organizational Psychology*; Jun2009, Vol. 82 Issue 2, p331-348

⁵ Gordon T Bowden. The Problem of Employee Turnover. *Harvard Business Review*; Sep/Oct52, Vol. 30 Issue 5, p72-82

young workers who return to school, and married women who resign their jobs due to family responsibilities. The relative cost of labor turnover can be reduced by improved employment and selection procedures, adequate job training and orientation, better wages and working conditions, and the development of human relations training for supervisors. Topics include employee surveys, two improvements that should be made in human-relations training programs, and socio-cultural reasons for labor mobility.

Pushpendra Priyadarshi (2011)⁶. The race for an employer to be seen differently has only intensified in recent years mainly due to the availability of multiple opportunities and scarcity of good quality talent in the emerging markets. Employer branding is fast emerging a potential tool not only to communicate the potential employees but also to the existing employees that the value proposition of the current employer supersedes their competitors. Participated by 240 executives from various organisations the study shows the importance of managing employer brand image for existing employees through highlighting the difference between the existing and preferred levels of employer attributes. It further highlights the relationship between employer brand attributes and job related attitudes showing how these attributes impact them.

Pamela Babcock (2005)⁷. It's no secret to HR that employees' attitudes about their jobs, their benefits and their employers can range from exuberant to sour. What's less well known and harder to find out is exactly what matters to specific types of employees—and how effective various types of compensation, benefits and workplace characteristics are in spurring employee productivity and retention.

⁶ Pushpendra Priyadarshi. Employer Brand Image as Predictor of Employee Satisfaction, Affective Commitment & Turnover. *Indian Journal of Industrial Relations*; Jan2011, Vol. 46 Issue 3, p510-522

⁷ Pamela Babcock. Unless you discover what really matters to your employees, you will never know if your compensation and benefits outlays are really working for you. *HR Magazine*, April 2005 - Find What Workers Want, Vol. 50, No. 4

Salary increases, for example, may be welcome across the board, but they may be less effective than stock options at promoting retention among a particular segment of employees. Or a company trying to stem the loss of experienced workers planning to retire may find that one type of inducement is unexpectedly more effective than another. Or access to a particular type of health benefit may be a motivating influence for some but not all of a company's workers.

Those are the types of analyses that companies are seeking, and the reason is cost. As companies' outlays for health care and other employee expenses continue to rise, more and more employers want to assess the value returned from each dollar spent on compensation and benefits, says Linda Barrington, a labor economist and research director at The Conference Board, a New York-based business research organization. As a result, she says, "targeting specific benefits to the employees that value them is more important than ever."

In fact, many experts note, the costs of not having detailed analyses of what motivates particular segments of the workforce can be substantial—not just in avoidably high turnover rates but also in wasted spending on unappreciated benefits.

Determining what matters most to employees and aligning expenditures with priorities is a strategic challenge for HR, says Debra Cohen, SPHR, chief knowledge officer of the Society for Human Resource Management (SHRM). HR professionals not only must create a mix of benefits that retains and motivates what is often a very diverse workforce, but they also must continually fine-tune that mix.

"Employee preferences are really a moving target," says Cohen. "They change continuously due in part to changes in personal preferences, but also in part to the churn that occurs as employees leave and new ones enter the organization." Moreover, she says, it can be "very difficult—both from a cost perspective and from a practical perspective—to satisfy everyone. So, the better HR professionals understand their employees and the issues they face, the better equipped they will be to respond".

Gregory P. Smith (2007)⁸. It costs \$4-7K to replace an hourly worker and up to \$40K to replace a midlevel, salaried employee. Replacement costs usually are 2.5 times the salary of the individual. The costs associated with turnover include lost customers, business, and damaged morale. In addition are the hard costs of time spent in advertising, screening, verifying credentials, references, interviewing, hiring, and training the new employee just to get back to where you started.

This expenditure of time and money does nothing to give a manager or an organization a competitive edge. However, despite these known costs and loss of productivity, a research company reports 54 percent of businesses do nothing to create a high-retention culture or reduce high employee turnover. The revolving door keeps moving – employees leave, managers interview and hire more workers, allowing competitors with low turnover to focus more on productivity.

People want to be part of an organization that stands for something that provides them with personal fulfillment and meaning. Singapore International Airlines (SIA) prides itself on customer service. They improved retention ratios by placing more time and effort in the selection and training of employees and aligned the training to support the organization's mission goal of providing excellent customer service. Today when customers are happy, they express their appreciation to SIA employees who are proud of being on the SIA team.

General Ulysses S. Grant once said, "There are no bad soldiers, only bad leaders" to remind us that poor leaders and managers can be a problem and on-going leadership development is critical.

Businesses must focus on workplace flexibility to stay competitive. The downsized, super competitive work environment of today often forces employees into putting their family in a secondary position. The Randstad North American Employee Review recently found in a survey that only 34 percent of the American employees now want a traditional full-time job.

In 1995, the Boeing Company suffered its second-longest walkout ever when the Machinists Union led a 69-day strike. Boeing lost hundreds of millions of dollars

⁸ Gregory P. Smith. How to reduce employee turnover. Employee Retention Article.

and experienced big customer service headaches when they missed the delivery dates on 36 planes. Boeing's President, Frank Shrontz, later acknowledged the strike was a result of management's failure to communicate with the workforce about their concerns. UPS provides another example where they lost over \$700 million in revenues and customer trust when UPS failed to communicate with their workforce.

People want to enjoy their work environment. Some work is boring, but findings suggest providing employees something to talk about – future goals they can conquer or results that have been achieved. Sports teams keep players motivated. Often organizational bureaucracy kills the spirit and ideas of employees who want to contribute.

Rewards and recognition are critical to achieving organizational goals. All humans need to feel appreciated. In a survey conducted by Robert Half International, the results showed that recognition and praise was the number one reason employees stay in their work environment with fair compensation being secondary. Smith's book provides low-cost, easy to implement, "fair" recognition programs that keep people focused and heading in the right direction.

Employees migrate to training and career development opportunities. If employees are blocked into a specific or dead end job with no opportunity for promotion or variety, they will leave – especially Gen X and Gen Y workers.

An ASTD study showed that leading-edge companies trained 86 percent of their employees whereas average companies trained only 74 percent. Companies that invest in workplace learning yielded higher net sales and gross profits per employee.

BlessingWhite (2005)⁹. The latest Employee Engagement Report by global consulting firm BlessingWhite indicates that although 60% of employees may say they plan to stay with their organization through the year, less than one quarter of them are fully engaged in their work.

⁹ BlessingWhite. Most Employees Who Say They'll Stay Are Not Actually Engaged at Work. Blessing White Consulting firm. 18 April 2005.

"Engaged employees are not just sticking around. They're not just happy or proud. They are what we call 'enthused and in gear,' focusing their talents to make a difference in their employer's success," explains Christopher Rice, BlessingWhite's President and CEO. "Unfortunately, we found that only 21% of our survey respondents had all the pieces of the engagement puzzle in place - attitude and effort, alignment with the organization's priorities, and full application of their unique talents."

"If they're not engaged, employees are likely to be spinning, settling, or splitting," comments Rice. "Our findings suggest that a lot of well-meaning, hard-working employees are spinning their wheels on work that may not matter much to their employers. Sooner or later, their attitude will take a nose-dive. They're also at risk for burnout. Other employees may be settling, not dissatisfied enough to make a break, but clearly not committed or contributing as much as they could. And almost 10% of our survey respondents indicated clear plans to leave the company or 'split.'

They are not getting what they need in terms of fulfilling work, career and development opportunities, or a decent manager." According to the report, lack of alignment is a primary reason for so few employees being fully engaged. Only 20% of the respondents indicated that they believe daily work priorities are linked to a clearly communicated strategy, a mere 2% increase over the findings of BlessingWhite's 2004 Employee Engagement Report.

This year's report also highlights the importance of work. Rice observes, "If employees' work 'works' for them, they are less likely to focus on promotions, financial rewards, or even more desirable job conditions." Another key finding: strong manager-employee partnerships lead to more engaged employees.

The 2005 Employee Engagement Report includes recommendations for driving organizational clarity, tapping into the self interests and motivation of individual employees, and helping managers link business imperatives with employee needs. Rice also recommends, "Focus on engagement and retention will follow naturally."

Stephen Taylor (2002)¹⁰. Most people who resign from their jobs are not moving for money or career progress but because they are sick of their immediate boss. Personality clashes or general dissatisfaction with managers are the biggest single reason for people leaving their jobs. The conclusion drawn from a survey by Manchester Metropolitan University is that weak management pushes good employees to leave. The finger is pointed at young, inexperienced supervisors who have not been in the job long enough to benefit from watching good managers at work. Each time an employee leaves, the costs to the organization are between 50 and 250 per cent of his or her annual salary. But few organizations ever find out the real reasons for their departure, because they are usually reluctant to say anything that could burn their professional bridges. Instead, they give positive reasons for leaving such as career advancement, a better salary, or neutral reasons – family circumstances.

¹⁰ Stephen Taylor. The Employee Retention Handbook. The Chartered Institute of Personnel and Development, December, 2002

CHAPTER III
RESEARCH METHODOLOGY

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is a way to solve the research problem in a systematic manner. It may understand as a science of studying how the research is done significantly. The methodology may differ from problem to problem, yet the basic approach towards the research remains the same. The sequence or steps followed have been explained as under:

3.1 Types of Research

A research design is plan, structure, and strategy of investigation so conceived as to obtain answers to research problems. The plan is the complete scheme or programs of research. It includes an outline of what the investigator will do from writing the hypothesis and their operational implications to the final analysis of data. This research is the combination of exploratory and descriptive research design.

Exploratory research is conducted into an issue or problem where there are few or no earlier studies to refer to. The focus is on gaining insights and familiarity for later investigation. Exploratory research is not typically generalizable to the population at large.

Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, where, when, "why" and how... The idea behind this type of research is to study frequencies, averages, and other statistical calculations. It uses surveys and also the use of probability sampling.

3.2 Source of Data

Data is the fact of an event. Data is the base for every research work. The data is mainly classified into two groups.

Primary data: Thrust has been on collection of primary data. Structured questionnaire has been used and discussed personally with the respondents to get their responses.

Secondary data: Books, journals, websites etc., have been consulted for obtaining related information, and also for crosschecking of primary data.

3.4 Pilot study

The question was pre-tested before the main study to remove procedural difficulties.

Objectives of pilot study:

- To find out if the respondents could understand the question.
- To make changes if required in the questionnaire.

Administration of the question:

The questionnaire had only open-ended question when it was administered to the respondents, the responses were collected through friendly discussion with the respondents.

4% of the total population was taken for pilot study which came to 10 respondents, through simple random sampling pre-testing of the questionnaire was done with 10 respondents.

Findings of the pre-test:

- The respondents were able to understand the questions correctly
- The respondents gave fresh inputs which helped in making the question close ended for the main study.

3.3 Time Period Covered

Time period taken for completing the project was 12 weeks. And the time period taken for data collection was 2 weeks.

3.5 Population and Sample Size

The number of employees working in the company are 250 and the sample is drawn from the above population.

For the purpose of study the data required is collected from 170 respondents chosen from different grades through systematic random sampling.

3.6 Sampling Technique

Since the study is a combination of exploratory and descriptive and it was found fit to use the Systematic Sampling method.

Systematic sampling relies on arranging the target population according to some ordering scheme and then selecting elements at regular intervals through that ordered list. Systematic sampling involves a random start and then proceeds with the selection of every k th element from then onwards. In this case, $k = (\text{population size} / \text{sample size})$. It is important that the starting point is not automatically the first in the list, but is instead randomly chosen from within the first to the k th element in the list. A simple example would be to select every 10th name from the telephone directory (an 'every 10th' sample, also referred to as 'sampling with a skip of 10').

As long as the starting point is randomized, systematic sampling is a type of probability sampling. It is easy to implement and the stratification induced can make it efficient, if the variable by which the list is ordered is correlated with the variable of interest. 'Every 10th' sampling is especially useful for efficient sampling from databases.

3.7 Statistical Tools Used

The data collected from the sources will be analyzed and interpreted in the form of tables and portrayed in the form of bar diagram. The statistical tools used were percentage analysis, Correlation, Crosstabs and Chi-Square test.

3.8 Limitation of the study

- ❖ There could be bias on the part of the respondents.
- ❖ The duration of the study was 12 weeks, this affected the sample size
- ❖ The management did not agree to disclose the confidential data.
- ❖ Number of the respondents was very less, so clear conclusion could not be drawn.
- ❖ The findings can't be generalized, as the study is restricted to a particular unit only.

CHAPTER IV
ANALYSIS AND INTERPRETATION

CHAPTER 4

ANALYSIS AND INTERPRETATION

Data collection can become socially useful when that is properly classified and interpreted. Interpretation is, thus not only necessary but also is an essential task. Data can of course be classified in different ways. Unless that is done, there can be no utility of the data collected by the field investigator. In this chapter, the researcher presents the collected data for analysis and interpretation. The data are presented in the form of tables and diagrams. Interpretation of data provides knowledge about the problem and the subject under study.

4.1 Percentage Analysis

TABLE 4.1

Table showing the Gender of the respondents.

Particulars	No. of respondents	Percentage of respondents
Male	145	85.3
Female	25	14.7
Total	170	100.0

The above table shows that 85.3% of the respondents are male and 14.7% of the respondents are female.

It is inferred that majority (85.3%) of the employees are male.

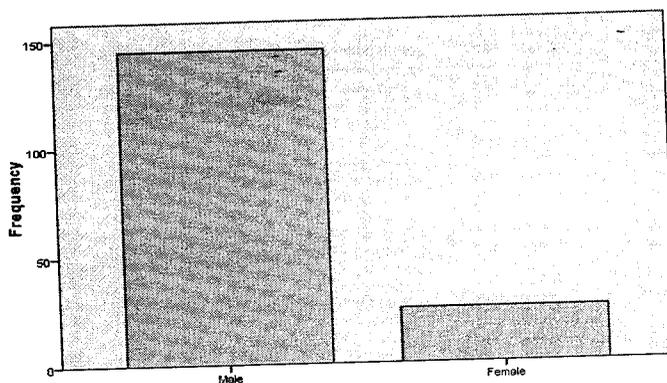


Chart 4.1

TABLE 4.2

Table showing the qualification of the respondents.

Particulars	No. of respondents	Percentage of respondents
School	25	14.7
ITI	94	55.3
Diploma	24	14.1
UG	24	14.1
PG	3	1.8
Total	170	100.0

The above table shows that 14.7% of the respondents have completed their schooling, 55.3% of the respondents have completed ITI course, 14.1% of the respondents have completed their Diploma, 14.1% of the respondents have completed their UG and 1.8% of the respondents have completed their PG.

It is inferred that majority (55.3%) of the employees have completed ITI.

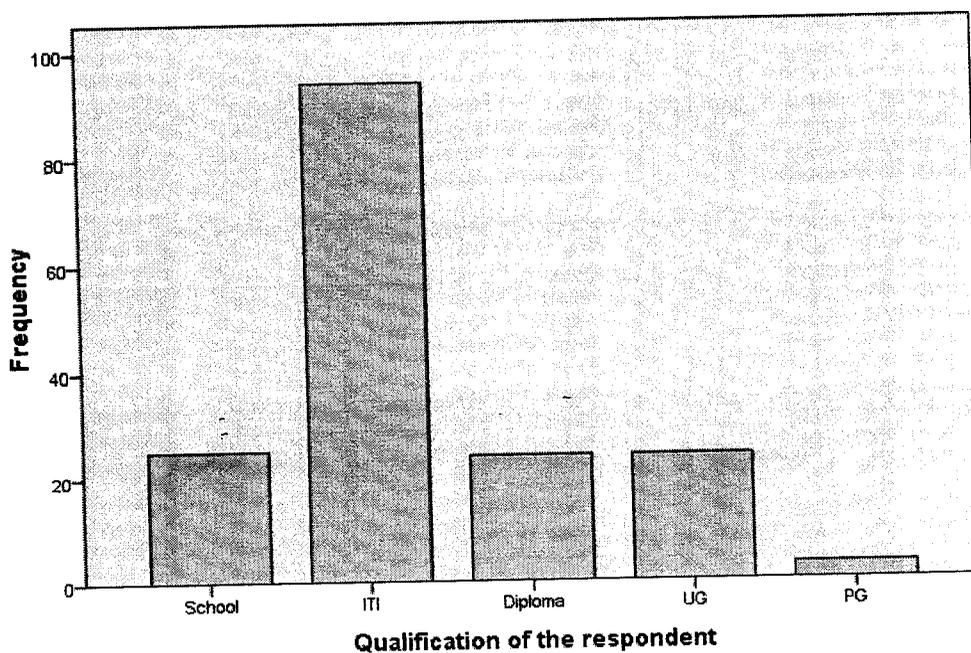


Chart 4.2

TABLE 4.3

Table showing the age group of the respondents.

Particulars	No. of respondents	Percentage of respondents
Below 20	69	40.6
20-30	81	47.6
30-40	19	11.2
Above 40	1	.6
Total	170	100.0

The above table shows that 40.6% of the respondents are in the age below 20 and 47.6% of the respondents in between 20 to 30. And 11.8% of them are above 30.

It is inferred that maximum (47.6%) of the employees are of at the age between 20 to 30.

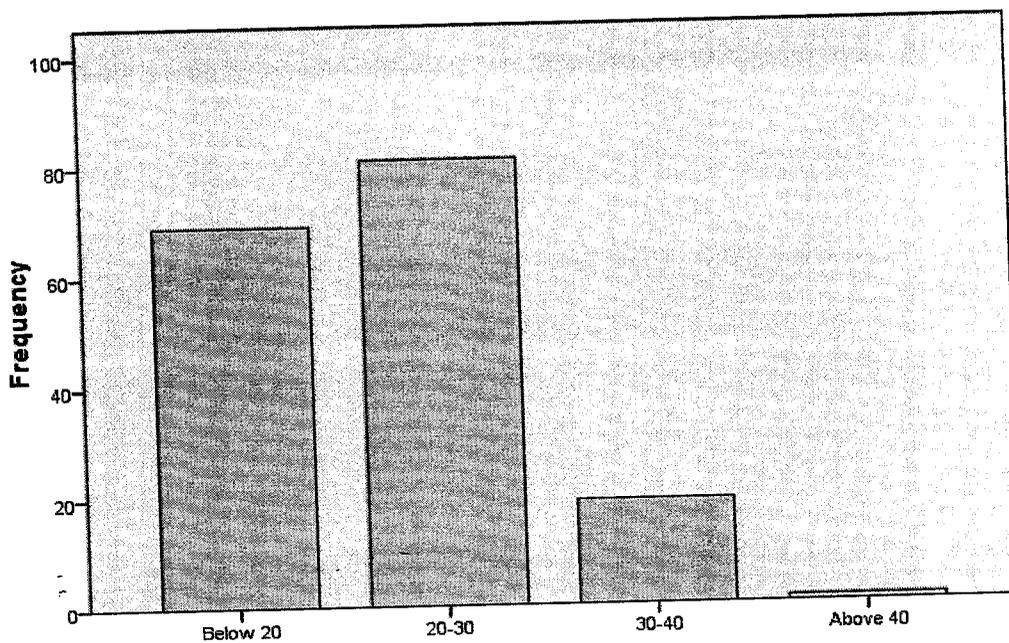


Chart 4.3

TABLE 4.4

Table showing the marital status of the respondents.

Particulars	No. of respondents	Percentage of respondents
Single	125	73.5
Married	45	26.5
Total	170	100.0

The above table shows that 73.5% of the respondents are single and only 26.5% of the respondents are married.

It is inferred that majority (73.5%) of the employees are single.

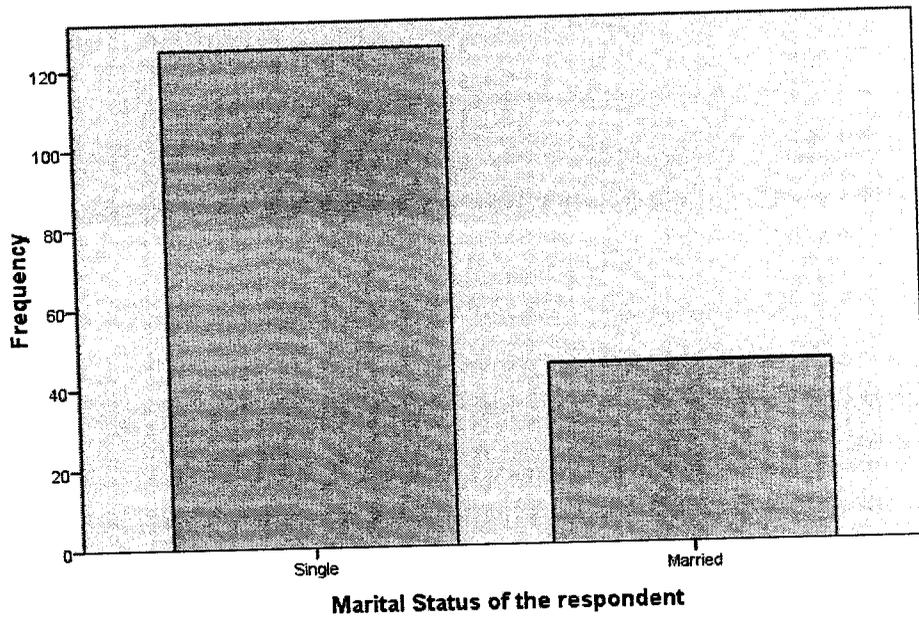


Chart 4.4

TABLE 4.5

Table showing the income of the respondents.

Particulars	No. of respondents	Percentage of respondents
Below 10,000	129	75.9
10,000 - 20,000	22	12.9
20,000 - 30,000	14	8.2
Above 30,000	5	2.9
Total	170	10

The above table shows that 75.9% of the respondents income is below Rs.10,000, 12.9% of the respondents income ranges between Rs.10,000 to Rs.20,000, 8.2% of the respondents income ranges between Rs.20,000 to Rs.30,000 and 2.9% of the respondents income is above Rs.30,000.

It is inferred that majority (75.9%) of the employee's income is below 10,000.

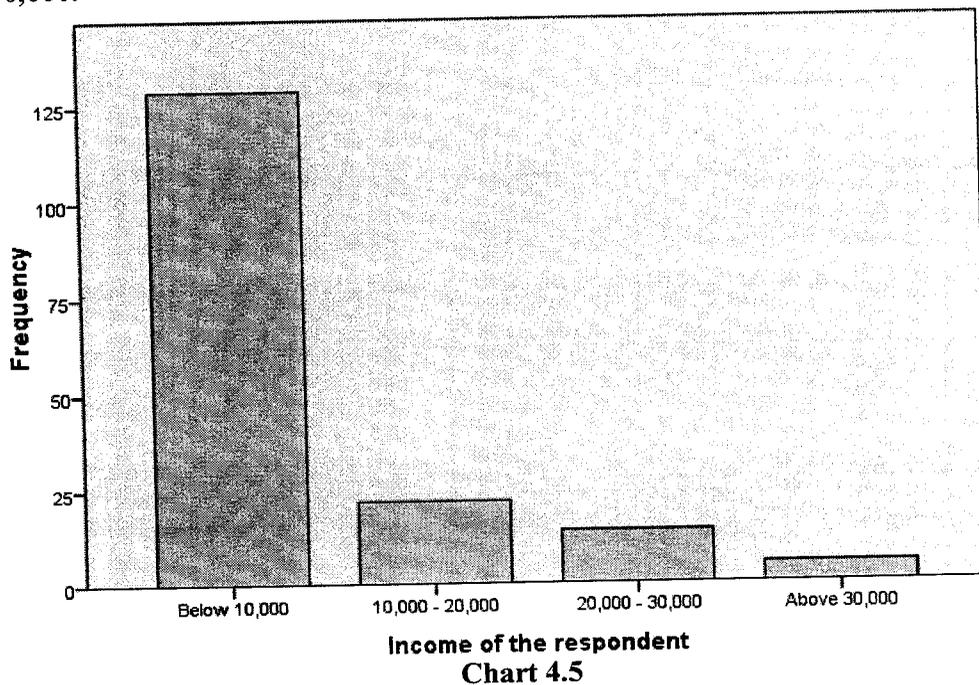


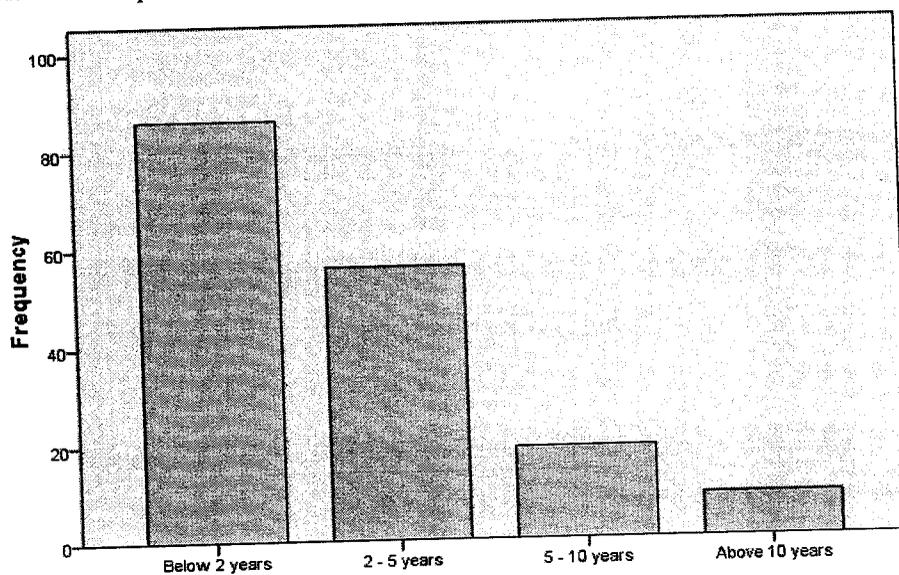
TABLE 4.6

Table showing the total experience of the respondents.

Particulars	No. of respondents	Percentage of respondents
Below 2 years	86	50.6
2 - 5 years	56	32.9
5 - 10 years	19	11.2
Above 10 years	9	5.3
Total	170	100.0

The above table shows that 50.6% of the respondents have below 2 years of experience and 32.9% of the respondents have experience of 2-5 years, 11.2 % of the respondents have experience between 5-10 years and 5.3% of the respondents have above 10 years of experience.

It is inferred that majority (50.6%) of the employees have less than 2 years. Experience of experience.



Total Experience of the respondent
Chart 4.6

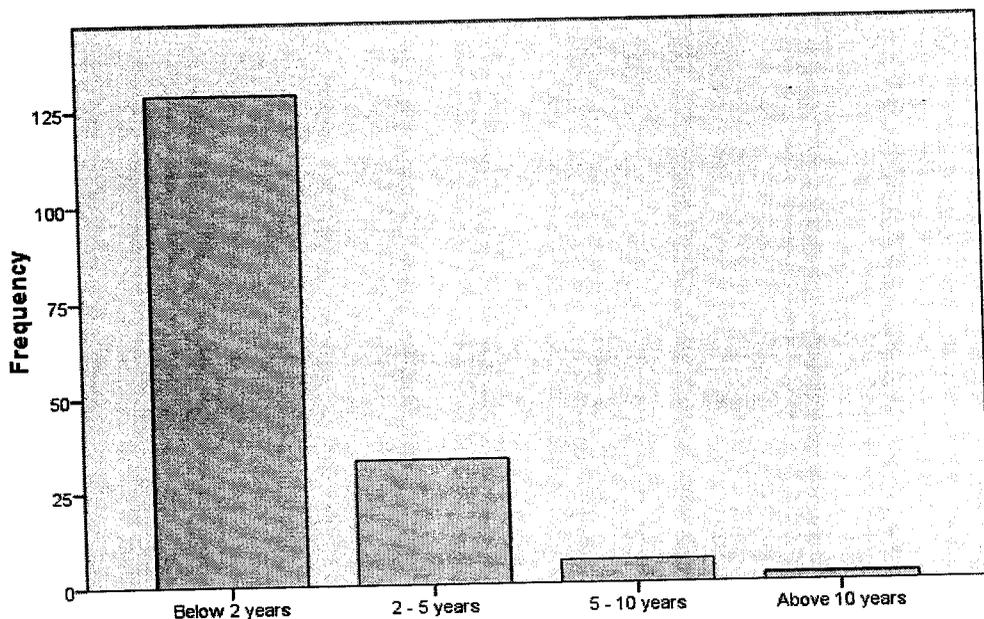
TABLE 4.7

Table showing the experience of the respondents in Numann Auto Products India Private Limited.

Particulars	No. of respondents	Percentage of respondents
Below 2 years	129	75.9
2 - 5 years	33	19.4
5 - 10 years	6	3.5
Above 10 years	2	1.2
Total	170	100.0

The above table shows that 75.9% of the respondents have below 2 years of experience in Numann Auto Products India Private Limited and 19.4% of the respondents have experience of 2-5 years in NAP, 3.5 % of the respondents have experience between 5-10 years in NAP and 1.2% of the respondents have above 10 years of experience in NAP.

It is inferred that majority (75.9%) of the employees have less than two years of experience in Numann Auto Products India Private Limited.



Experience in Numann
Chart 4.7

TABLE 4.8

Table showing the number of organization the respondents had previously worked.

Particulars	No. of respondents	Percentage of respondents
1	37	37.8
2	30	30.6
3	12	12.2
4	6	6.1
5	5	5.1
6	5	5.1
8	1	1.0
12	2	2.1
Total	98	100.0

The above table shows that 37.8% of the respondents have worked for only one company previously and 30.6% of the respondents have previously worked for 2 companies and 12.2% of the respondents have worked for 3 companies previously and 19.4% of the respondents have worked previously for more than 3 companies.

It is inferred that maximum (37.8%) of the employees have worked for only one company previously.

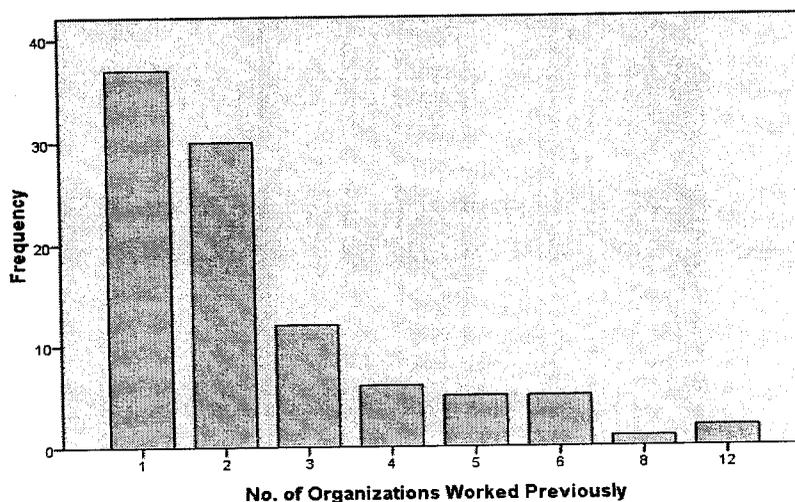
**Chart 4.8**

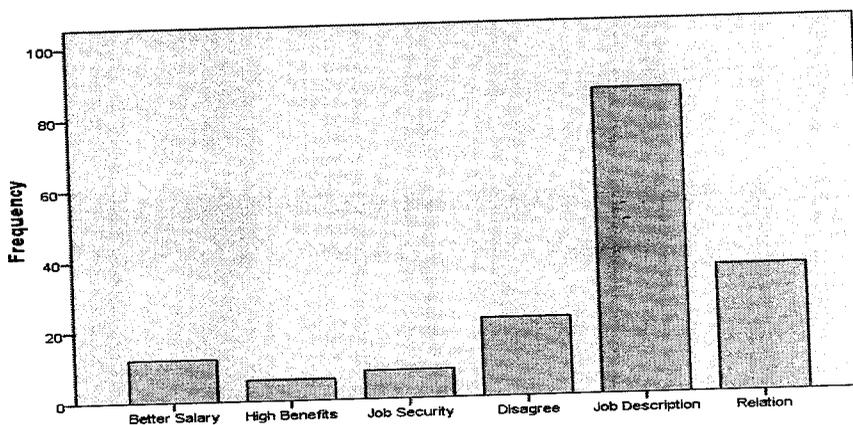
TABLE 4.9

Table showing the respondents choice to Numann Auto Products India Private Limited.

Particulars	No. of respondents	Percentage of respondents
Better Salary	12	7.1
High Benefits	6	3.5
Job Security	8	4.7
Location	22	12.9
Job Description	86	50.6
Relation	36	21.2
Total	170	100.0

The above table shows that 7.1% of the respondents chose Numann Auto Products India Private Limited for better salary, 3.5% of the respondents chose NAP for high benefits, 4.7% of the respondents are chose NAP for job security, 12.9% of the respondents chose NAP f due to the location, 50.6% of the respondents chose NAP for the job description and 12.2% of the respondents chose NAP due to some relation with the existing employees of the organization.

It is inferred that majority (50.6%) of the chose Numann Auto Products India Private Limited because of their own interest in job.



Why did you applied for this company
Chart 4.9

TABLE 4.10

Table showing how the respondents feel about their work in this company.

Particulars	No. of respondents	Percentage of respondents
Challenging	39	22.9
Stress-full	11	6.5
Boring	13	7.6
Enjoyable	105	61.8
Monotonous	2	1.2
Total	170	100.0

The above table shows that 22.9% of the respondents felt that the job is challenging, 6.5% of the respondents felt that the job is stress-full, 7.6% of the respondents are felt that the job is boring, 61.8% of the respondents are felt that the job is enjoyable and 1.2% of the respondents are felt that the job is monotonous.

It is inferred that majority (61.8%) of the employees felt that the job is enjoyable

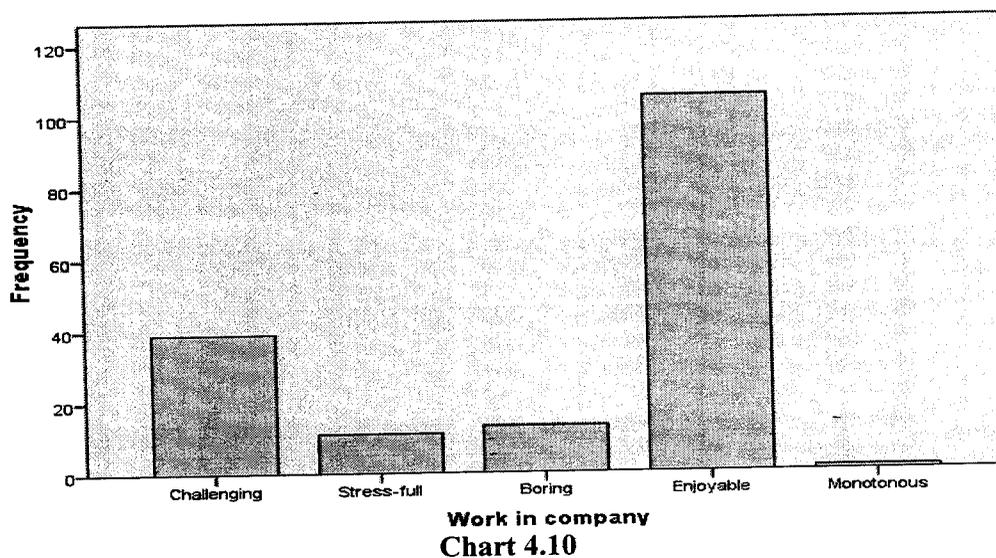


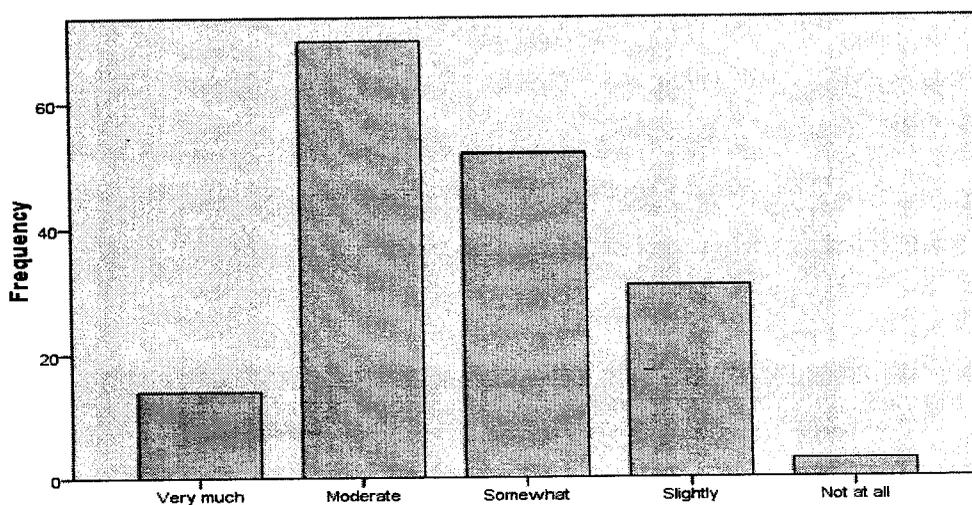
TABLE 4.11

Table showing whether the expectation of the respondents about the job were met or not.

Particulars	No. of respondents	Percentage of respondents
Very much	14	8.2
Moderate	70	41.2
Somewhat	52	30.6
Slightly	31	18.2
Not at all	3	1.8
Total	170	100.0

The above table shows that 8.2% of the respondents are very much met, 41.2% of the respondents are moderately met, 30.6% of the respondents are somewhat met, 18.2% of the respondents are slightly met and 1.8% of the respondents are not at all met their expectation of the organization.

It is inferred that maximum (41.2%) of the employees said that their expectations are moderately met in the organization.



Expectations met
Chart 4.11

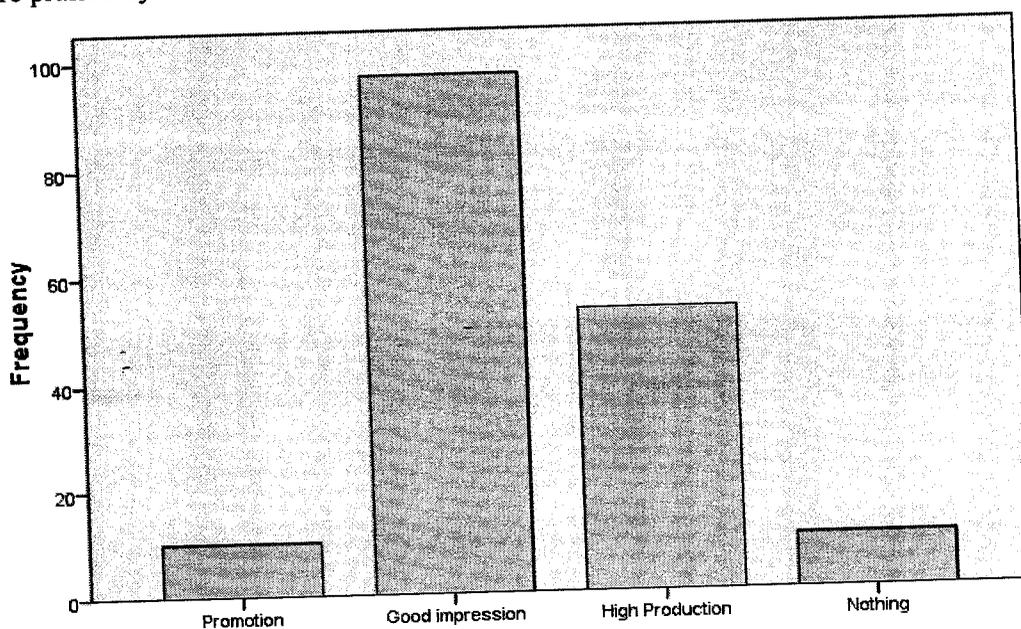
TABLE 4.12

Table showing the moment when the respondents felt most enjoyable and happy.

Particulars	No. of respondents	Percentage of respondents
Promotion	10	5.9
Good impression	97	57.1
High Production	53	31.2
Nothing	10	5.9
Total	170	100.0

The above table shows that 5.9% of the respondents are felt most happy when they got promotion, 57.1% of the respondents are felt most happy when they are praised by someone and the moment they enjoyed with their colleagues in tours, 31.2% of the respondents are felt most happy when they gave high production and got some complement in return and 5.9% of the respondents are said that they don't have such a moment in the organization.

It is inferred that majority (57.1%) employees are felt most happy when they are praised by someone and the moment they enjoyed with their colleagues in tours.



Memorable Experience
Chart 4.12

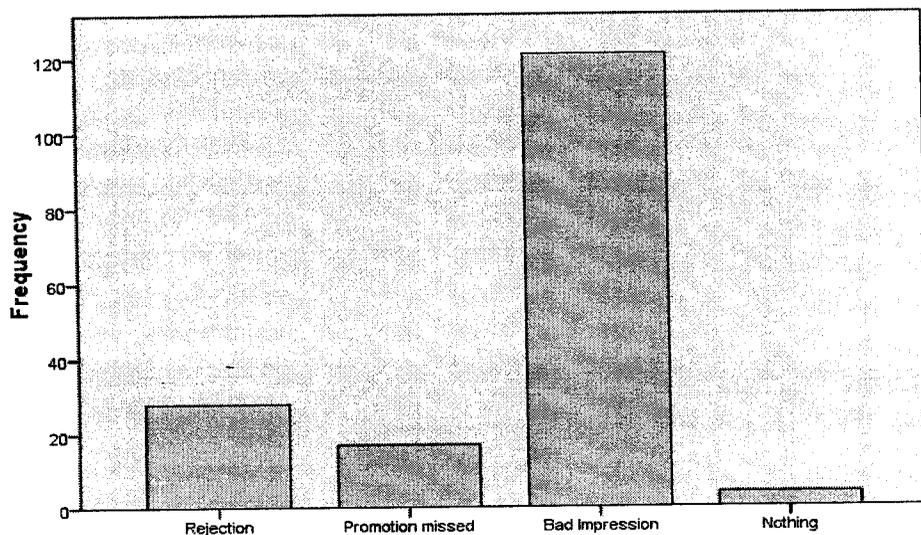
TABLE 4.13

Table showing the moment when the respondents felt most sad and unhappy in this organization.

Particulars	No. of respondents	Percentage of respondents
Rejection	28	16.5
Promotion missed	17	10.0
Bad Impression	121	71.2
Nothing	4	2.4
Total	170	100.0

The above table shows that 16.5% of the respondents are felt most sad when they gave more rejections, 10% of the respondents are felt most sad when they missed their promotion opportunity, 71.2% of the respondents are felt most sad when they got some scolding from their superiors and worsen their relation and 2.4% of the respondents are said that they did not felt sad at any point of time in this company.

It is inferred that majority (71.2%) of the employees were felt sad when they got some scolding from their superiors and worsen their relation.



Negative experience
Chart 4.13

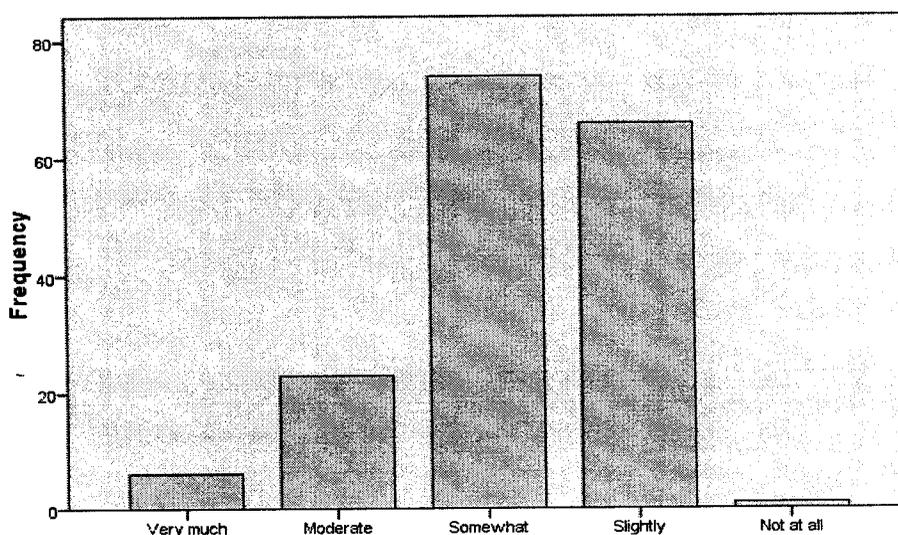
TABLE 4.14

Table showing whether the respondents for satisfied with the current incentive system.

Particulars	No. of respondents	Percentage of respondents
Very much	6	3.5
Moderate	23	13.5
Somewhat	74	43.5
Slightly	66	38.8
Not at all	1	.6
Total	170	100.0

The above table shows that 3.5% of the respondents are very much satisfied, 13.5% of the respondents are moderately satisfied, 43.5% of the respondents are somewhat satisfied, 38.8% of the respondents are slightly satisfied and 0.6% of the respondents they are not at all satisfied with incentive system.

It is inferred that maximum (43.5%) of the employees are not much satisfied with their current incentive system.



Incentive System Satisfaction
Chart 4.14

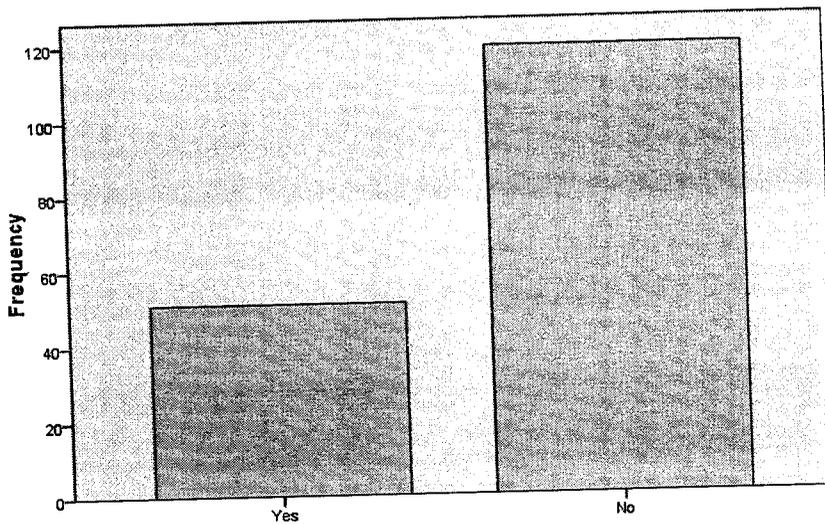
TABLE 4.15

Table showing whether the respondents are searching for a new job or not.

Particulars	No. of respondents	Percentage of respondents
Yes	52	30.6
No	118	69.4
Total	170	100.0

The above table shows that 30.6% of the respondents are searching for a new job and 69.4% of the respondents are not searching for a new job.

It is inferred that majority (69.4%) of the employees are searching for a new job.



Searching for new job
Chart 4.15

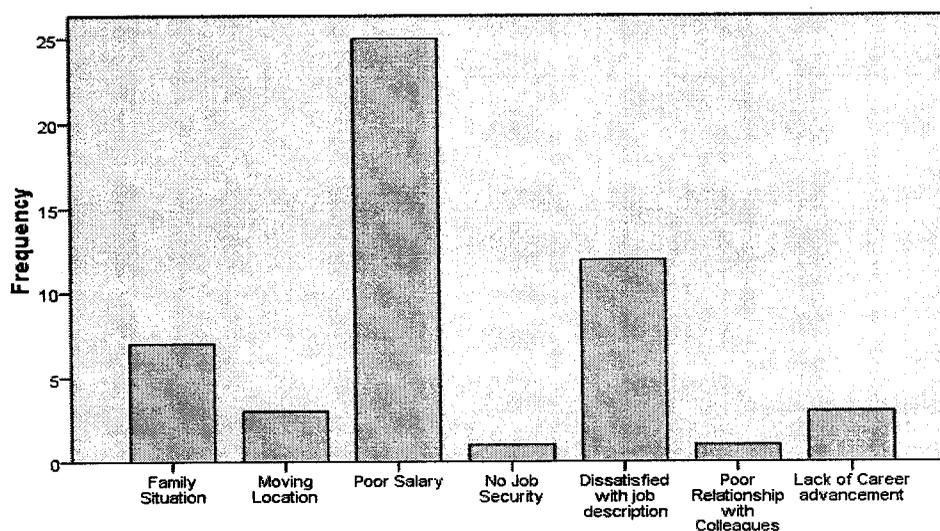
TABLE 4.16

Table showing the reason why the respondents are searching for a new job.

Particulars	No. of respondents	Percentage of respondents
Family Situation	7	13.5
Moving Location	3	5.8
Poor Salary	25	48.1
No Job Security	1	1.9
Dissatisfied with job description	12	23.1
Poor Relationship with Colleagues	1	1.9
Lack of Career advancement	3	5.8
Total	52	100.0

The above table shows that 13.5% of the respondents are searching for a new job due to of their family situation, 5.8% of the respondents are searching as they are moving to a new location, 48.1% of the respondents are searching due to the poor salary provided by the organization, 1.9% of the respondents are searching because they have no security, 23.1% of the respondents are searching as they are dissatisfied with job description, 1.9% of the respondents are searching as they have poor relationship with their colleagues and management and 5.8% of the respondents are searching as they feel there is a lack of career advancement in the organization.

It is inferred that maximum (48.1%) of the employees searching for new job due to the insufficient salary provided for them in this organization.



Reason for searching
Chart 4.16

TABLE 4.17

Table showing the reason why the respondents are not searching for a new job.

Particulars	No. of respondents	Percentage of respondents
Satisfied with Current Job	61	51.7
Waiting for Opportunity	53	44.9
Waiting to finish my studies	4	3.4
Total	118	100.0

The above table shows that 51.7% of the respondents are not searching for a new job since they were satisfied with the current job, 44.9% of the respondents are not searching for a new job as they were waiting for the right opportunity and 3.4% of the respondents are not searching for a new job are waiting to finish their studies.

It is inferred that majority (51.7%) of the employees not searching for a new job as they are satisfied with the current job.

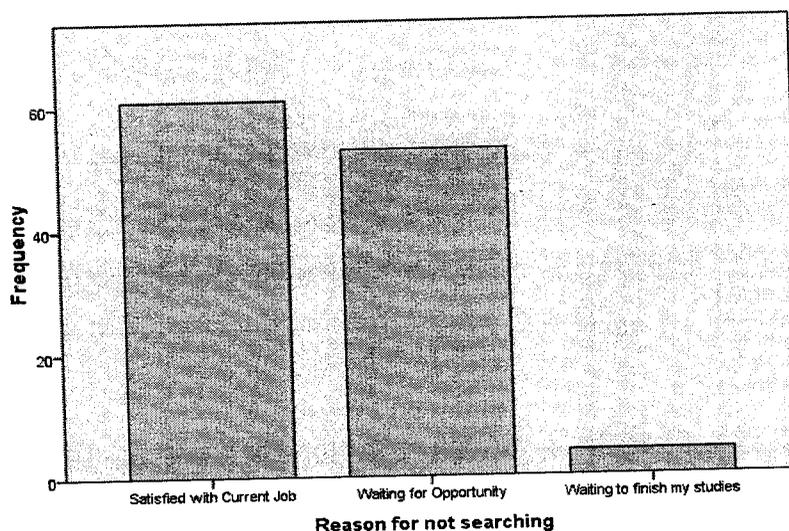
**Chart 4.17**

TABLE 4.18

Table showing whether there is anything that would change the respondents mind about searching for new job in the future.

Particulars	No. of respondents	Percentage of respondents
No	5	9.6
Change in Job Description	16	30.8
Increase in Salary	23	44.2
Good Relation	8	15.4
Total	52	100.0

The above table shows that 9.6% of the respondents said that they will not change their mind about searching for a new job, 30.8% of the respondents said that they will change their mind about searching for a new job if the changes in job description is made, 44.2% of the respondents said that they will change their mind about searching for a new job if the salary is increased, 15.2% of the respondents said that they will change their mind about searching for a new job if they have a good relation with others in the organization.

It is inferred that maximum (44.2%) of the employees will change their mind about searching for a new job if the salary is increased.

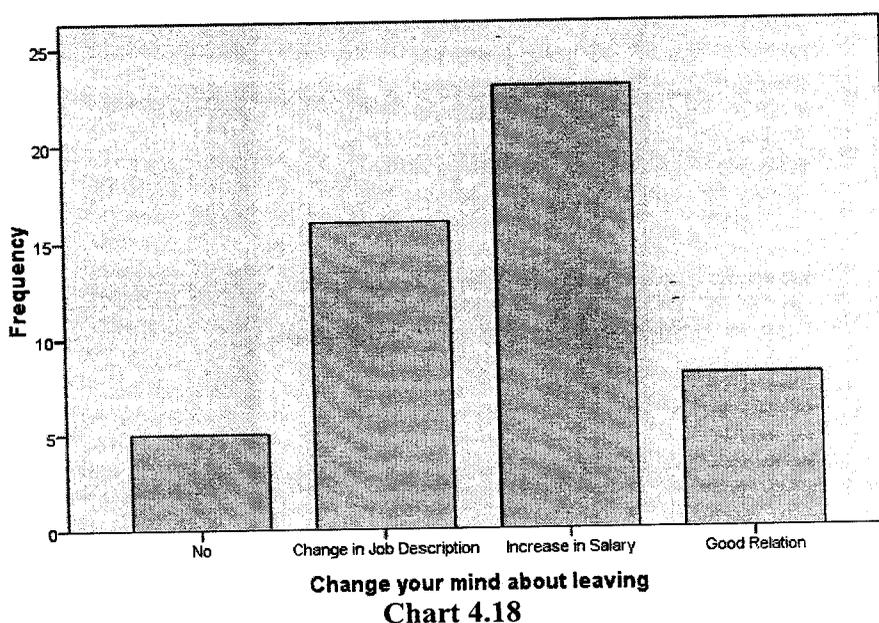


TABLE 4.19

Table showing whether the respondents will switch over to new organization if they get a chance.

Particulars	No. of respondents	Percentage of respondents
Yes	96	56.5
No	74	43.5
Total	170	100.0

The above table shows that 56.5% of the respondents are said that yes, they will switch the organization if they get a chance to do so and 43.5% of the respondents are said that no, they will not switch to new organization.

It is inferred that majority (56.5%) of the employees will switch over to new organization if they get one.

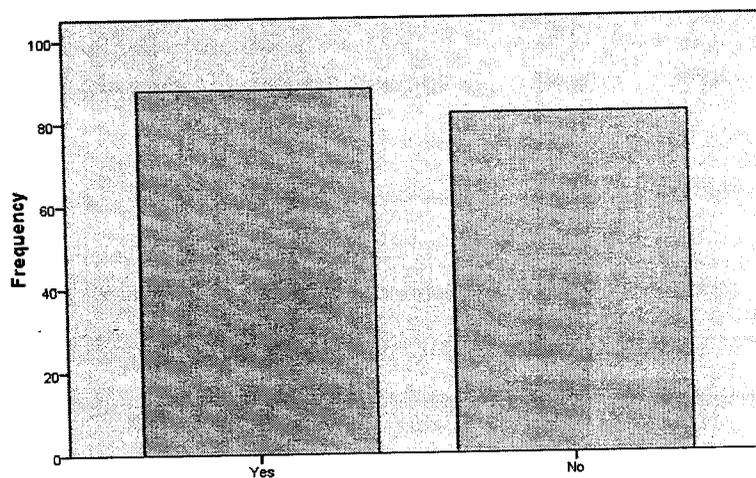


Chart 4.19

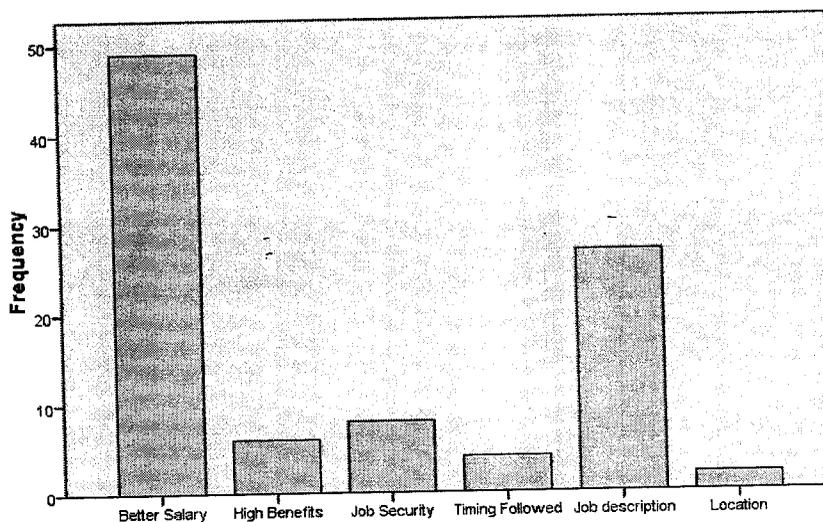
TABLE 4.20

Table showing what attracts the respondents to switch over to new job.

Particulars	No. of respondents	Percentage of respondents
Better Salary	49	51.0
High Benefits	6	6.2
Job Security	8	8.3
Timing Followed	4	4.2
Job description	27	28.1
Location	2	2.1
Total	96	100.0

The above table shows that 51% of the respondents said that if they are offered better salary, 6.2% of the respondents said that if they are offered higher benefits, 8.3% of the respondents said that if they are offered job security, 4.2% of the respondents said that if the timing followed is comfortable than this, 28.1% of the respondents said that if they are offered better job description and 2.1% of the respondents said that if the location is more convenient then they might switch over to a new job.

It is inferred that majority (51.0%) employees if they are offered better salary then they might switch over to a new job.



Attraction of new job
Chart 4.20

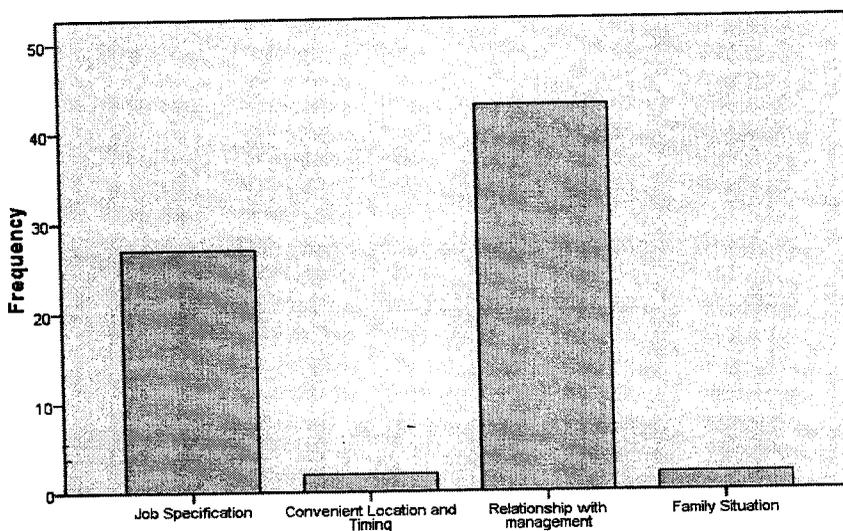
TABLE 4.21

Table showing what attracts the respondents not to switch over to new job.

Particulars	No. of respondents	Percentage of respondents
Job Specification	27	36.5
Convenient Location and Timing	2	2.7
Relationship with management	43	58.1
Family Situation	2	2.7
Total	74	100.0

The above table shows that 36.5% of the respondents were more comfortable with current job description, 2.7% of the respondents have convenient timing and location, 58.1% of the respondents have better relationship within organization so that they will now switch over to a new organization and 2.7% of the respondents are said that they will not switch the organization due to their family situation.

It is inferred that majority (58.1%) of the employees will not switch over to other organization as they have better relationship within organization.



Attraction of current job
Chart 4.21

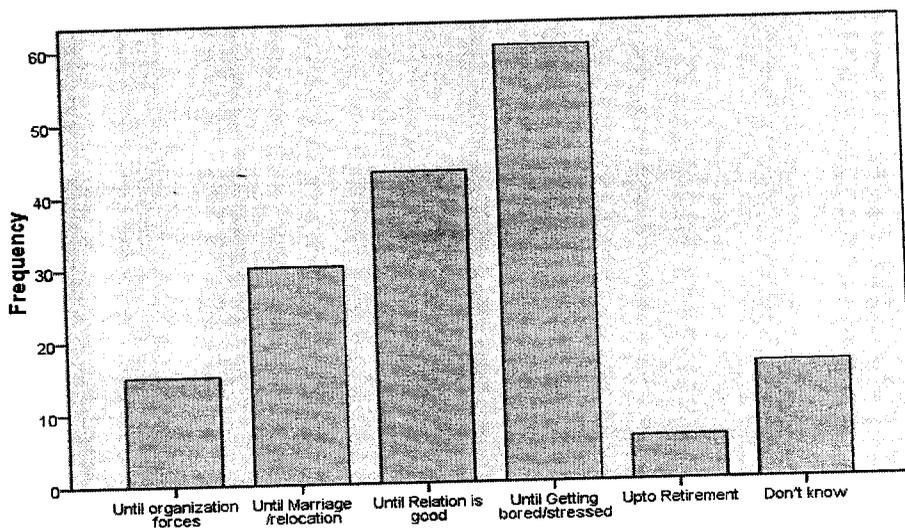
TABLE 4.22

Table showing how long the respondents planned to work for this company.

Particulars	No. of respondents	Percentage of respondents
Until organization forces	15	8.8
Until Marriage /relocation	30	17.6
Until Relation is good	43	25.3
Until Getting bored/stressed	60	35.3
Upto Retirement	6	3.5
Don't know	16	9.4
Total	170	100.0

The above table shows that 8.8% of the respondents will continue working here until the organization forces them to leave, 17.6% of the respondents will continue until their marriage or relocation of their family, 25.3% of the respondents will continue until the relation with management is good, 35.3% of the respondents will continue until they get bored or stressed, 3.5% of the respondents will continue upto their retirement and 9.4% of the respondents have no idea about how long they will work in this company.

It is inferred that maximum (35.3%) of the employees will continue to work here until they get well educated about the process and until it gets stressed with the job.



How long will you work here
Chart 4.22

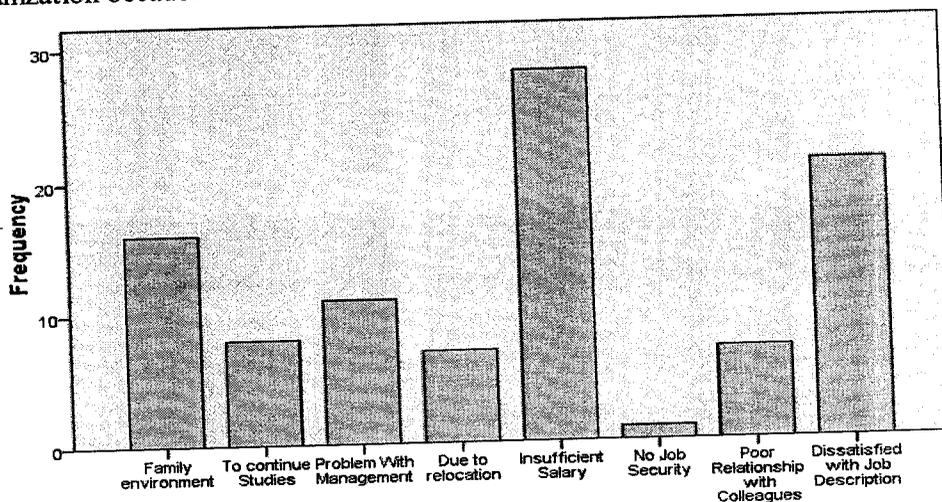
TABLE 4.23

Table showing the reason why the respondents left the previous organization.

Particulars	No. of respondents	Percentage of respondents
Family environment	16	16
To continue Studies	8	8
Problem With Management	11	11
Due to relocation	7	7
Insufficient Salary	28	28
No Job Security	1	1
Poor Relationship with Colleagues	8	8
Dissatisfied with Job Description	21	21
Total	100	100

The above table shows that 16% of the respondents left their previous job due to their family environment, 8% of the respondents left it to continue their studies, 11% of the respondents left it due to the problem with management, 7% of the respondents left it due to their relocation, 28% of the respondents left it due to insufficient salary, 1% of the respondents left it as there is no job security, 8% of the respondents left it as they had poor relation with colleagues and 21 % of the respondents left it as they are dissatisfied their job.

It is inferred that maximum (28%) of the employees were left their previous organization because of insufficient salary.



Reason for leaving previous organization
Chart 4.23

TABLE 4.24

Table showing how the respondents will meet their superior in the organization.

Particulars	No. of respondents	Percentage of respondents
With Prior Appointment	111	65.3
Whenever you wish	46	27.1
Can't ever meet	8	4.7
Occasionally if manager wishes	5	2.9
Total	170	100.0

The above table shows that 65.3% of the respondents will meet their superiors only with prior appointment, 27.1% of them will meet whenever they want to meet, 4.7% of respondents said that they can't meet them in any situation and 2.9% of them will meet their superior occasionally.

It is inferred that majority (65.3%) of the employees will meet their superior with prior appointment.

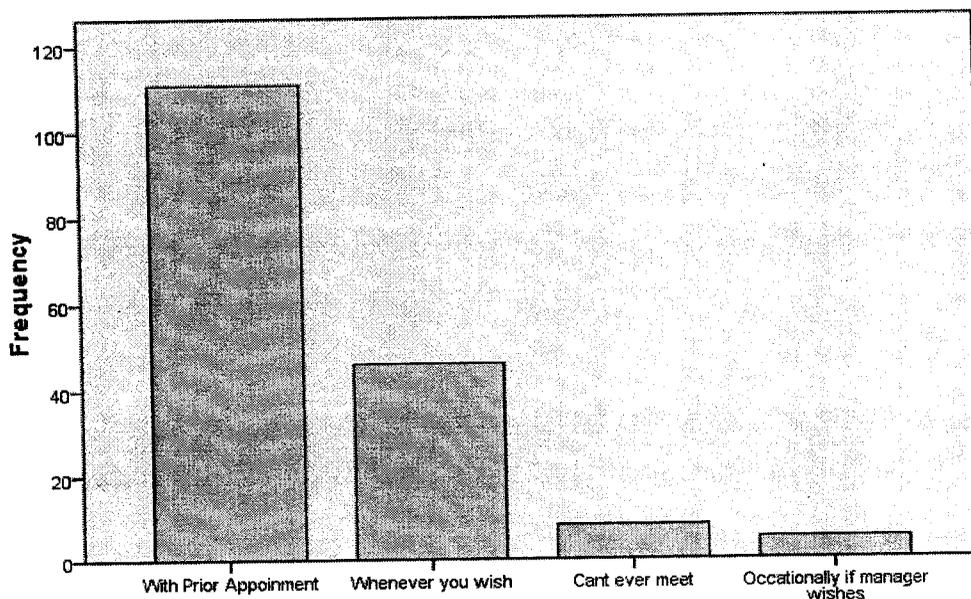
**How will you meet manager****Chart 4.24**

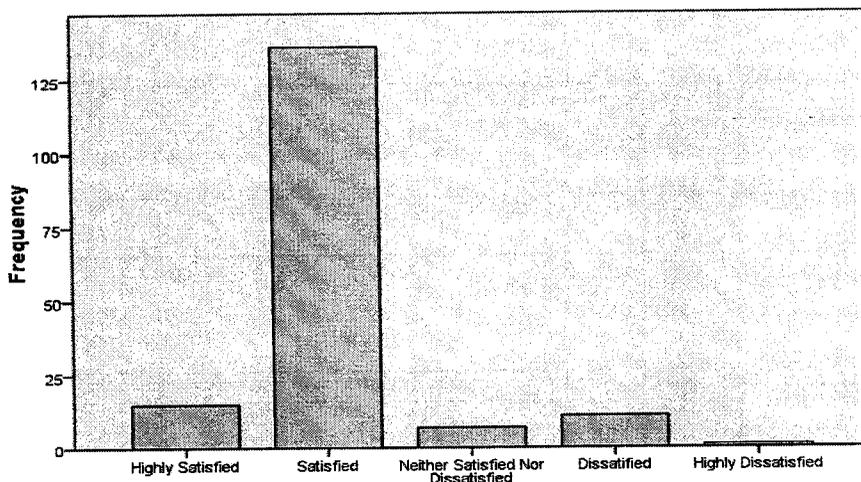
TABLE 4.25

table showing the level of satisfaction of employees with peers and subordinates.

Particulars	No. of respondents	Percentage of respondents
Highly Satisfied	15	8.8
Satisfied	136	80.0
Neither Satisfied Nor Dissatisfied	7	4.1
Dissatisfied	11	6.5
Highly Dissatisfied	1	.6
Total	170	100.0

The above table shows that 8.8% of the respondents are highly satisfied, 80% of the respondents are satisfied, 4.1% of the respondents are neither satisfied nor dissatisfied, 7.1% of the respondents are dissatisfied with the current relation with their peers and subordinates in organization.

It is inferred that majority (80%) of the employees were satisfied with the current relation maintained between their peers and superiors in the organization.



Satisfied with current relation
Chart 4.25

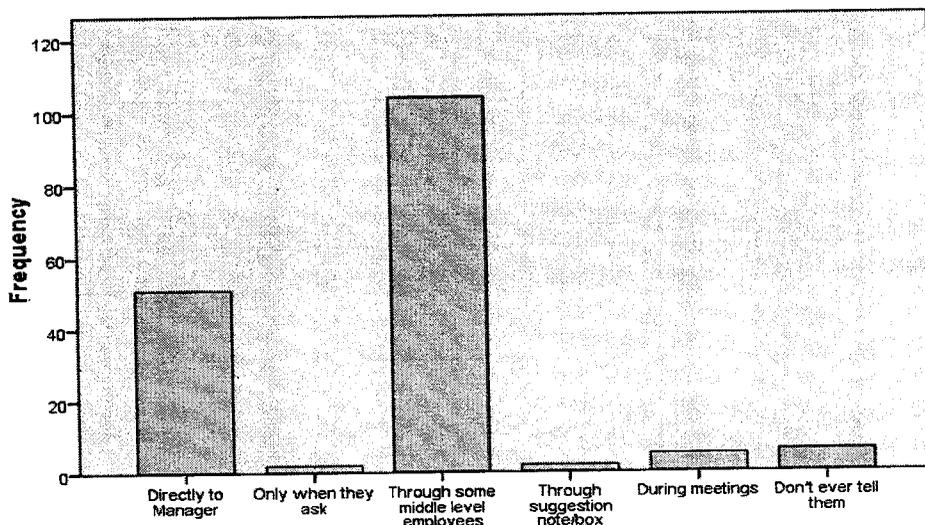
TABLE 4.26

Table showing how the respondents will convey their suggestions to the manager.

Particulars	No. of respondents	Percentage of respondents
Directly to Manager	51	30.0
Only when they ask	2	1.2
Through some middle level employees	104	61.2
Through suggestion note/box	2	1.2
During meetings	5	2.9
Don't ever tell them	6	3.5
Total	170	100.0

The above table shows that 30% of the respondents will convey their suggestions directly to the manager, 1.2% of the respondents will convey it only when the manager asks them directly, 61.2% of the respondents will convey it through some middle level employees, 1.2% of the respondents will convey it through suggestion note/box, 2.9% of the respondents will convey it during some meetings and 3.2% of the respondents will not convey their suggestions to the managers.

It is inferred that majority (61.4%) of the employees convey their suggestion only through some middle level employees in the organization.



Suggestions to Manager
Chart 4.26

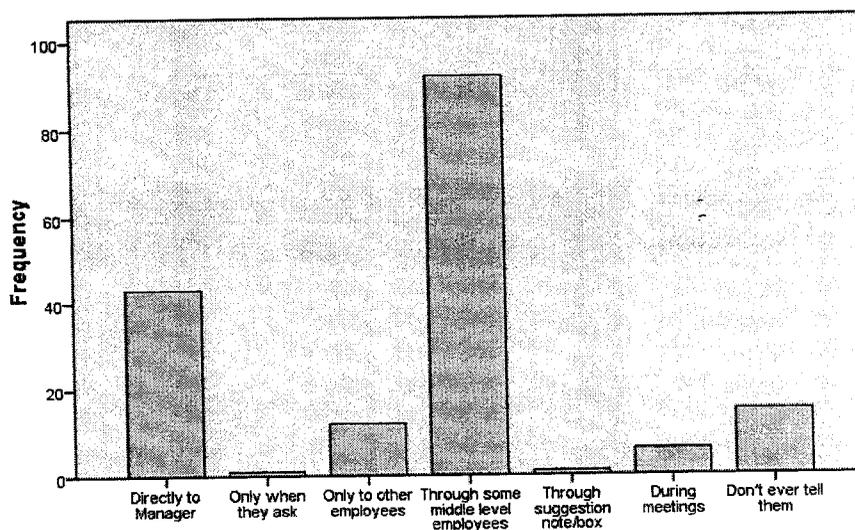
TABLE 4.27

Table showing how the respondents will convey their complaints to the manager.

Particulars	No. of respondents	Percentage of respondents
Directly to Manager	43	25.3
Only when they ask	1	.6
Only to other employees	12	7.1
Through some middle level employees	92	54.1
Through complaints note/box	1	.6
During meetings	6	3.5
Don't ever tell them	15	8.8
Total	170	100.0

The above table shows that 25.3% of the respondents will report directly to the manager, 0.6% of the respondents will report only when the manager asks them directly, 7.1% of the respondents will report only to other employees, 54.1% of the respondents will report through some middle level employees, 0.6% of the respondents will report through complaint note/box, 3.5% of the respondents will report during some meetings and 8.8% of the respondents will not report their complaints to the managers.

It is inferred that majority (54.1%) of the employees will report their complaints through some middle level employees in the organization.



Complaints to Manager
Chart 4.27

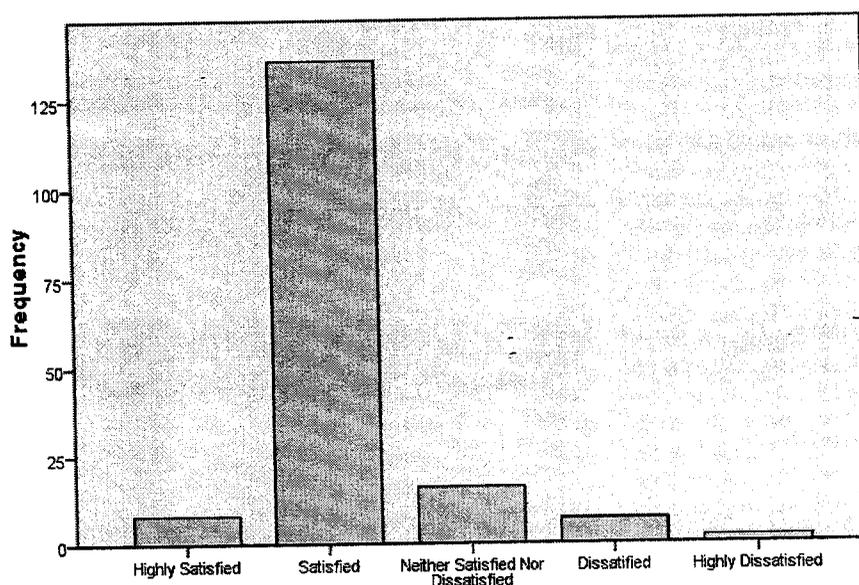
TABLE 4.28

Table showing whether the respondents were satisfied with the actions taken for their complaints or suggestions in the organization.

Particulars	No. of respondents	Percentage of respondents
Highly Satisfied	8	4.7
Satisfied	137	80.6
Neither Satisfied Nor Dissatisfied	16	9.4
Dissatisfied	7	4.1
Highly Dissatisfied	2	1.2
Total	170	100.0

The above table shows that 4.7% of the respondents are highly satisfied, 80.6% of the respondents are satisfied, 9.4% of the respondents are neither satisfied nor dissatisfied, 4.1% of the respondents are dissatisfied with, 1.2% of the respondents are highly dissatisfied with the actions taken for their complaints or suggestions reported.

It is inferred that majority (80.6%) of the employees are satisfied with the actions taken for their complaints or suggestions reported in the organization.



Satisfied with results
Chart 4.28

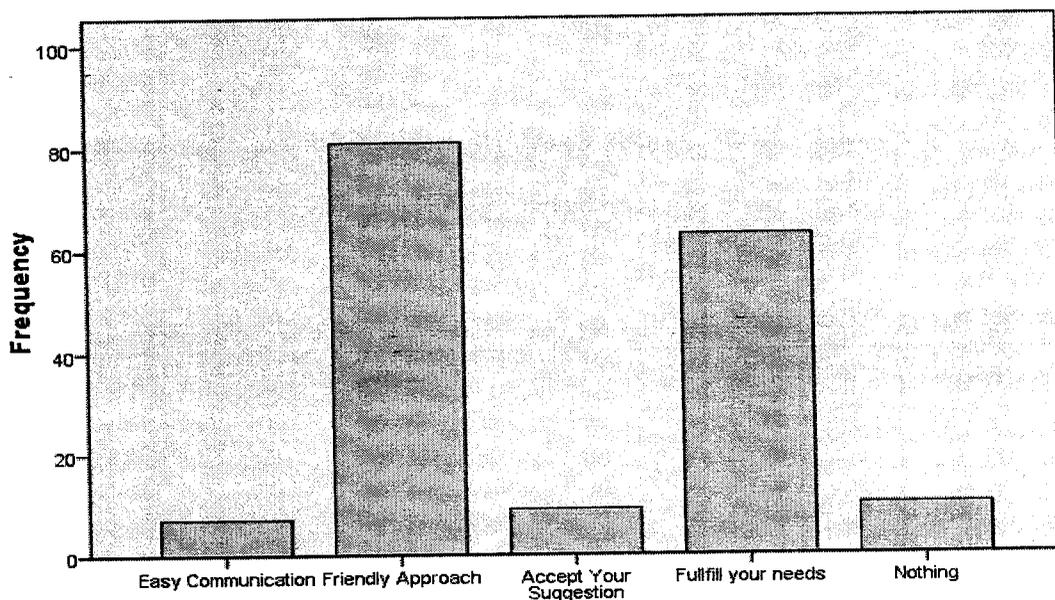
TABLE 4.29

Table showing the expectation of the respondents from the management of the organization.

Particulars	No. of respondents	Percentage of respondents
Easy Communication	7	4.1
Friendly Approach	81	47.6
Accept Your Suggestion	9	5.3
Fulfill your needs	63	37.1
Nothing	10	5.9
Total	170	100.0

The above table shows that 4.1% of the respondents expect for easy communication, 47.6% of the respondents expected friendly approach, 5.3% of the respondents expect to accept their suggestion, 37.1% of the respondents expect to fulfill their needs, 5.9% of the respondents expects nothing from the management of the organization.

It is inferred that maximum (47.6%) of the employees expects the management to be friendlier.



Expectation from management
Chart 4.29

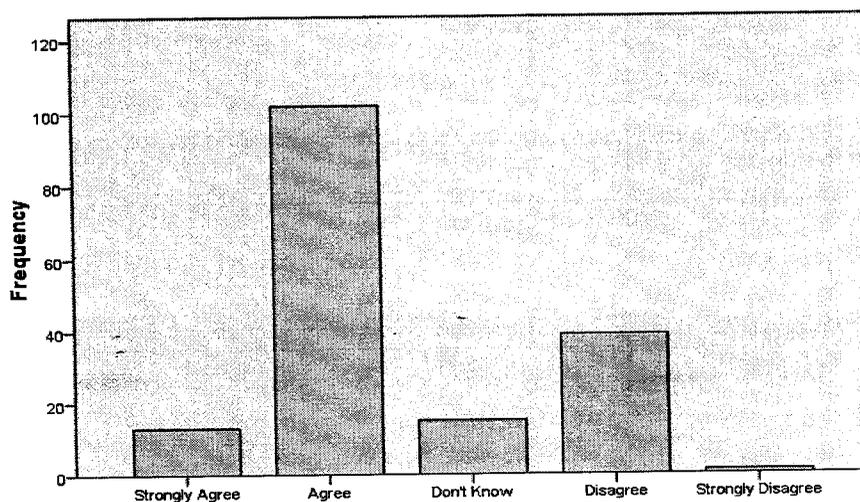
TABLE 4.30

Table showing whether the respondents will continue working in this organization if they have good relationship with the management.

Particulars	No. of respondents	Percentage of respondents
Strongly Agree	13	7.6
Agree	102	60.0
Don't Know	15	8.8
Disagree	39	22.9
Strongly Disagree	1	.6
Total	170	100.0

The above table shows that 7.6% of the respondents are strongly agreed, 60% of the respondents are agreed, 8.8% of the respondents are neither agreed nor disagreed, 22.9% of the respondents are disagreed and 0.6% of the respondents are strongly disagreed that they will continue to work if they have good relationship with the management.

It is inferred that majority (60%) of the employees are agreed that they will continue to work if they have good relationship with the management.



will you continue working if you have better relation
Chart 4.30

TABLE 4.31

Table showing whether the respondents feel that the message conveyed to them was straight forward.

Particulars	No. of respondents	Percentage of respondents
Almost every time	7	4.1
Often	98	57.6
Sometimes	23	13.5
Rarely	32	18.8
Never	10	5.9
Total	170	100.0

The above table shows that 4.1% of the respondents accepted that the message conveyed to them was straight forward almost at every time, 57.6% of the respondents accepted that the message was often straight forward, 13.5% of the respondents accepted that the message was straight forward sometimes, 18.8% of the respondents accepted that the message was rarely straight forward, 5.9% of the respondents accepted that the message conveyed to them was never straight forward.

It is inferred that majority (57.6%) of the employees accepted that the messages conveyed to them were often straight forward.

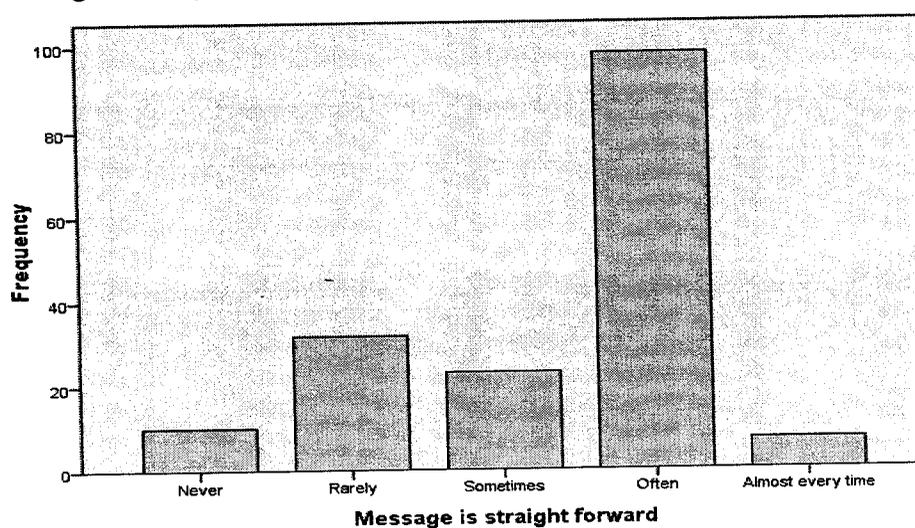
**Chart 4.1**

TABLE 4.32

Table showing whether the respondents will feel fear to communicate with their managers.

Particulars	No. of respondents	Percentage of respondents
Almost every time	2	1.2
Often	14	8.2
Sometimes	45	26.5
Rarely	88	51.8
Not even once	21	12.4
Total	170	100.0

The above table shows that 1.2% of the respondents said almost at every time, 8.2% of the respondents said often, 26.5% of the respondents said sometimes, 51.8% of the respondents said rarely, 12.4% of the respondents said that they never feel fear to communicate with their superiors.

It is inferred that majority (51.8%) of the employees rarely feels fear to communicate with their superiors and it may vary depending upon the subject they want to discuss.

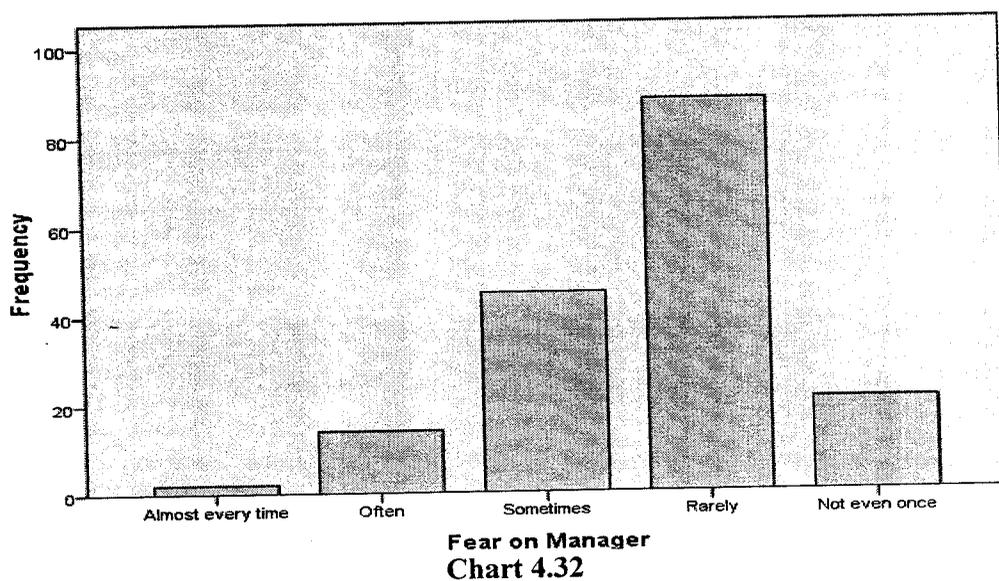


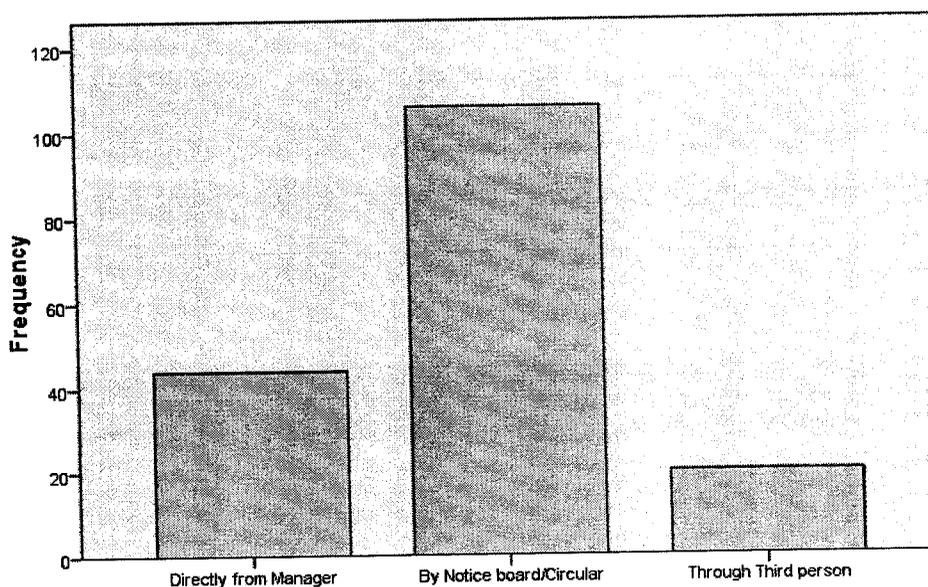
TABLE 4.33

Table showing how the information was conveyed to the employees from manager in the organization.

Particulars	No. of respondents	Percentage of respondents
Directly from Manager	44	25.9
By Notice board/Circular	106	62.4
Through Third person	20	11.8
Total	170	100.0

The above table shows that 25.9% of the respondents said that the information was conveyed to them directly from manager, 62.4% of the respondents said that the information was conveyed to them through notice boards or circulars, 11.8% of the respondents said that the information was conveyed to them through some third person.

It is inferred that majority (62.4%) of the employees has said that the information was conveyed to the employees in the organization through notice boards or circulars.



Information from manager
Chart 4.33

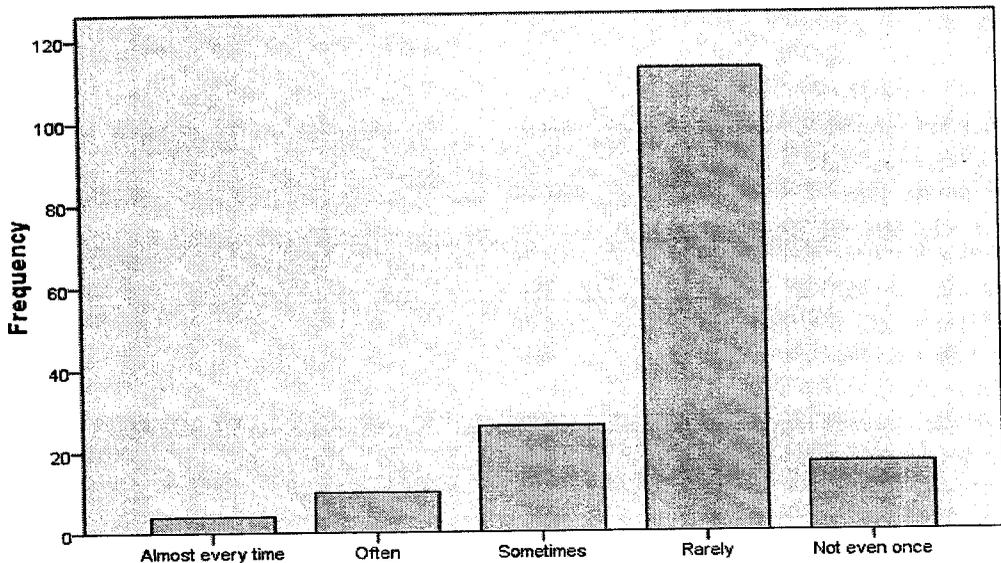
TABLE 4.34

Table showing whether the management is impartial towards the employees.

Particulars	No. of respondents	Percentage of respondents
Almost every time	4	2.4
Often	10	5.9
Sometimes	26	15.3
Rarely	113	66.5
Not even once	17	10.0
Total	170	100.0

The above table shows that 2.4% of the respondents said almost every time, 5.9% of the respondents said often, 15.3% of the respondents said sometimes, 66.5% of the respondents said rarely, 10% of the respondents said never that they feel that the management was impartial towards the employees.

It is inferred that majority (66.5%) of the employees said that the management is not much impartial towards its employees in this organization.



Impartial towards employees

Chart 4.34

4.2 Cross-Tabulation

TABLE 4.35

Table showing the number of organizations the respondents worked previously when compared with their total experience

Total Experience of the respondents * No. of Organizations Worked Previously
Cross tabulation

		No. of Organizations Worked Previously									Total
		0	1	2	3	4	5	6	8	12	
Experience of the respondents	Below 2 years	59	18	6	1	0	1	0	0	1	86
	2 - 5 years	11	12	17	8	4	1	2	0	1	56
	5 - 10 years	0	6	6	2	1	2	2	0	0	19
	Above 10 years	2	1	1	1	1	1	1	1	0	9
Total		72	37	30	12	6	5	5	1	2	170

The above table shows that 50.6% of the respondents have experience of below 2 years in that 34.7% were fresher to this organization and 10.6% of them were worked previously in a company and 3.5% of them have worked in two companies in previous. And the number of respondents with 2 to 5 years of experience are 32.9% among those 10% were worked previously in two companies and 4.7% were had experience in three companies and 2.4% of them had worked for four organizations previously and only 6.5% among them were freshers in this organization. And the number of respondents with 5 to 10 years of experience is 11.2% among that 3.5% were previously experienced in two organizations and 4.1% of them were experienced in more than three organizations. And 5.3% of the respondents were with the experience of above 10 years in which most of them were with more previous experience.

It is inferred that majority (50.6%) of the respondents have experience of below 2 years in that 34.7% were fresher to this organization and 10.6% of them were worked previously in a company and 3.5% of them have worked in two companies in previous.

4.3 Correlation

Karl Pearson, the great biologist and statistician has given a formula for the calculation of correlation. It is popularly known as Pearson's coefficient of correlation and is widely used in practice.

The following are the main features of Pearson's co-efficient of correlation;

1. Knowledge of Direction of Correlation:

Pearson's co-efficient of correlation gives the knowledge about the direction of relationship whether it is positive or negative.

2. Size of Correlation:

This method also indicates the size of relationship between the variables i.e. correlation ranges between +1 and -1.

3. Meal Measure:

It is an ideal measure of correlation because it is based on most important statistical measures like mean and standard deviation.

A correlation value of +1 means that there is a perfect positive linear relationship between the variables. A correlation of -1 means that there is a perfect negative linear relationship between the variables. If correlation=0, it means that there is no linear relationship between the two variables.

TABLE 4.36

Table showing the correlation between the satisfaction level among different variables.

	Salary	Workload	Opportunity on interesting projects	Recognition from supervisor	Roles & Responsibility	Opportunity to grow
Salary	1					
Workload	.392**	1				
Opportunity on interesting projects	.273**	.172*	1			
Recognition from supervisor	.378**	.235**	.320**	1		
Roles & Responsibility	.201**	.030	.285**	.147	1	
Opportunity to grow	.238**	.059	.221**	.384**	.159*	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Pearson's co-efficient of correlation has been applied here in order to find out the nature and extent of relationship between the satisfaction level of various factors of job satisfaction in the organization.

- Among the various dimensions, 'Salary' shares a strong relationship with the following two constructs namely: 'Workload' and 'Recognition received from supervisor'.
- When compared with other dimensions, 'Workload' shares a generally very-weak relationship with all the other factors.
- Also another major finding can be inferred from the table. The highest correlation value is 0.392. This implies that, almost all the variables share a relatively very weak relationship with the other constructs.

4.4 Chi-Square Test

Chi-squared test, also **chi-square test** or χ^2 test, is any statistical hypothesis test in which the sampling distribution of the test statistic is a chi-squared distribution when the null hypothesis is true, or any in which this is asymptotically true, meaning that the sampling distribution (if the null hypothesis is true) can be made to approximate a chi-squared distribution as closely as desired by making the sample size large enough.

If calculated value is < 0.05 accept null hypothesis

4.4.1 Test for Association between the Satisfaction of Employees about their current relation with management and will they continue working here if they had a better relation.

The association between the Satisfaction of Employees about their current relation with management and will they continue working here if they had a better relation is tested using Chi Square Test and the results are shown in the Table & .The hypothesis formulated for the same are given below.

H₀: There is no association between the Satisfaction of Employees about their current relation with management and they will continue working here if they had a better relation.

H₁: There is an association between the Satisfaction of Employees about their current relation with management and they will continue working here if they had a better relation.

TABLE 4.37

		Will continue working here if I have better relation			Chi Square	Significance
		Agree	Don't Know	Disagree		
Satisfied with current relation	Satisfied	104	10	37	8.339	.080
	Neither Satisfied Nor Dissatisfied	4	2	1		
	Dissatisfied	7	3	2		
TOTAL		115	15	40		

The significance value is greater than 0.05. So the Null hypothesis is rejected. Hence there is association between the Satisfaction of Employees about their current relation with management and they will continue working here when they have a better relation.

It shows that the satisfaction of employees about the current relation with management will make them to stay in this company for little longer.

CHAPTER V
FINDINGS, SUGGESTION AND
CONCLUSION

CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings

- Majority (85.3%) of the employees are male.
- Majority (55.3%) of the employees have completed ITI course.
- Maximum (47.6%) of the employees are of at the age between 20 to 30.
- Majority (50.6%) of the employees were chosen this company because of their own interest in job and some of them were due to their relation with management.
- Maximum (41.2%) of the employees said that their expectations are moderately met in the organization.
- Majority (57.1%) employees are felt most happy when they are praised by someone and the moment they enjoyed with their colleagues in tours.
- Majority (71.2%) of the employees were felt sad when they got some scolding from their superiors and worsen their relation.
- Maximum (43.5%) of the employees are not much satisfied with their current incentive system.
- Maximum (48.1%) of the employees searching for new job due to the insufficient salary provided for them in this organization.
- Majority (51.7%) of the employees are not searching for a new job as they are satisfied with the current job.
- Majority (51.0%) employees will switch to new job if they get better salary.
- Majority (58.1%) of the employees will not switch the organization as they have better relationship within organization.
- Maximum (35.3%) of the employees will continue to work here until they get well educated about the process and until it gets stressed with the job.
- Majority (65.3%) of the employees will meet their superior with prior appointment.

- Majority (80%) of the employees were satisfied with the current relation maintained between their peers and superiors in the organization.
- Majority (80.6%) of the employees are satisfied with the actions taken for their complaints or suggestions reported in the organization which are conveyed some middle level employees in the organization.
- Maximum (47.6%) of the employees expects the management to be friendlier.
- Majority (60%) of the employees are agreed that they will continue to work if they have good relationship with the management.
- Majority (57.6%) of the employees accepted that the messages conveyed to them were often straight forward.
- Majority (51.8%) of the employees rarely feel fear to communicate with their superiors and it may vary depending upon the subject they want to discuss.
- Majority (62.4%) of the employees has said that the information was conveyed to the employees in the organization through notice boards or circulars.
- Majority (66.5%) of the employees said that the management was not much impartial towards its employees in this organization.
- Among the various dimensions, 'Salary' shares a strong relationship with the following two constructs namely: 'Workload' and 'Recognition received from supervisor'
- When compared with other dimensions, 'Workload' shares a generally very weak relationship with all the other factors.
- There is association between the Satisfaction of Employees about their current relation with management and they will continue working when they have a better relation in the organization.

5.2 Suggestions

- Make a good hiring decision to ensure long term employment.
- Give employees bonuses, enough salary and give incentives to increase commitment. Effort & intensity will increase when people have a stake in the outcome.
- Allow employees to ask questions, contribute ideas & resolve issues, encourage employee feedback system to reduce employee turnover.
- Salaries should be on par or even slightly higher & should be competitive enough when compared within the industry & within the geographic area.
- Encourage open door policy. Allow employees to ask questions, contribute ideas & resolve issues, encourage employee feedback system to reduce employee turnover.
- Promote internal job postings that allow employees to search for new postings and expand their opportunities within the organization without having to look external to the organization thus reducing employee turnover.
- Retention bonuses and counseling should be offered to the employees so that they become more valuable and stay longer in your employment & you reward them for staying with you.
- The organization should consider employees as human assets and make them feel wanted and value their opinions. There should be greater involvement of workers in welfare policy decision making.

- Annual recreation trips should be arranged by the company with the employee's family, which will create a strong relation between employees and organization and help to reduce attrition.
- Employee welfare schemes should be introduced, like introduction of personal loans, effective tax saving schemes, food discount coupons, getting listed in banks for easy loans, life insurance scheme, and cover family under health insurance scheme.
- Managers can't engage people by making announcements they have to invest time in developing people. Since the satisfaction of employees about the current relation with management will make them to stay in this company for little longer, the people in the management of the organization can invest some time to develop better relation with their employees to improve employee retention.

5.3 Conclusions

The reason for high attrition in this organization is found to be due to the insufficient salary and low benefits provided by the organization. Even though the organization provides insufficient salary and low benefits, many of the employees feel that if they had a better relation with the management then they will think over about leaving this organization earlier.

The more difficult challenge for the companies is capturing the hearts and mind of good reliable employees who are not stars but who are significantly more productive when engaged. This shows that the better employee relation will maintain low attrition.

5.4 Scope for further study

In future the study can also be done in other units of Numann Industries and it can also be redone after some time in the same unit to examine whether the suggestions given have considered or not and to check whether the rate of attrition due to bad employee relation has reduced or not.

It can also be expanded to study the causes for attrition due to employee relation in all the industries located in Hosur. This study can also be done in other organizations so that they can study the effect of employee relation over attrition in their organization.

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APPENDIX

3. How do you find the work in this company?

- Challenging Stress-full Boring Enjoyable Monotonous

4. What were your expectations when you first joined the organization?

- Challenging job Salary and incentives Enjoyable Good relation

5. Were these expectations met?

- Very much Moderate Somewhat Slightly Not at all

6. What do you consider to be your most memorable experience while working for this organization?

- Promotion Good impression High production

7. What negative situations did you experience while working for this organization?

- Rejection Promotion missed Bad impression

8. Are you satisfied with the incentive system currently followed in your organization?

- Very much Moderate Somewhat Slightly Not at all

9. Please rate the following:

	HS	S	NSND	D	HD
Salary	<input type="radio"/>				
Work load	<input type="radio"/>				
Working hours	<input type="radio"/>				
overtime policies	<input type="radio"/>				
Job Security	<input type="radio"/>				
Opportunity to work on interesting projects	<input type="radio"/>				
Recognition received from your supervisor	<input type="radio"/>				
Roles and responsibilities	<input type="radio"/>				
Opportunity to enhance skills & competencies	<input type="radio"/>				

10. Are you searching for new job?

- Yes No

11. If Yes, Which of the following factor made you to search for new job?

- | | |
|---|--|
| <input type="checkbox"/> Family Situation | <input type="checkbox"/> Inconvenient Timing/policies followed |
| <input type="checkbox"/> Moving to new location | <input type="checkbox"/> Problems with management |
| <input type="checkbox"/> Poor salary | <input type="checkbox"/> Dissatisfied with Job description |
| <input type="checkbox"/> Low benefits | <input type="checkbox"/> Relationship with other colleagues |
| <input type="checkbox"/> No Job security | <input type="checkbox"/> Lack of career advancement |

12. If No, Why?

- Satisfied with current job
- Waiting for opportunity
- Waiting to finish my studies

13. Is there anything that would change your mind about leaving the organization?

- No
- Increase in salary
- Change in job description
- Good relationship

14. Will you switch to another company if you get a chance?

- Yes
- No

15. If Yes, What attracts you more?

- Better salary
- Job security
- Job description
- High benefits
- Timing followed
- Location of the company

16. If No, What made you to stay in this company?

- Job specification
- Relationship with management
- Salary and Benefits
- Job security
- Convenient location and timing
- Family situation

17. How long do you planned to continue working here?

- Until the organization forces
- Until getting bored/stressed
- Until marriage/relocation
- Upto retirement
- Until the relationship is good
- Don't know

18. If you have prior experiences, what is the reason for leaving previous organization?

- Since the organization forced to do
- Due to stress
- Due to family environment
- Low benefits
- To continue your studies
- No Job security
- Problems with management
- Inconvenient Timing/policies
- Due to relocation
- Poor relationship with other colleagues
- Insufficient salary
- Dissatisfied with Job description

19. How will you meet your manager, if you are in need?

- With prior appointment
- Can't ever meet
- Whenever you wish
- Occasionally if manager wishes

20. What types of relations are you having with your superior, peers and subordinates?

- Good
- Behaviour is bad
- No communication
- Not cooperating

21. Are you satisfied with the relationship you currently have with your management?

- HS S NSND D HD

22. If you have any suggestions about the methods followed in production, how will you communicate it to your manager?

- Directly to the manager Through suggestion note/box
 Only when they ask During any meetings
 Through some middle level employees Don't tell them

23. If you have any complaints, how will you communicate it to your manager?

- Directly to the manager Through grievance note/box
 Only when they ask During any meetings
 Only to the other employees Don't tell them
 Through some middle level employees

24. Are you satisfied with the result for the suggestion or complaints given by you?

- HS S NSND D HD

25. What do you expect from your management?

- Easy communication between you and them Accept with your suggestions
 Friendly approach by management Fulfill your needs
 Nothing

26. Will you Continue this job if you have better relation with organization?

- Strongly Agree Agree Don't know Disagree Strongly disagree

27. Do you feel that the messages transferred by a manager is not fully straightforward?

- Almost every time Often Sometimes Rarely Not even once

28. Do you feel fear while discussing with your manager?

- Almost every time Often Sometimes Rarely Never

29. How will you get information from your manager

- Directly from manager By notice board/circular Through third person

30. Do you think that your management was impartial towards employees?

- Almost every time Often Sometimes Rarely Not even once