STUDY OF THE INFLUENTIAL FACTORS OF ATTRITION WITH REFERENCE TO SDDC, LARSEN & TOUBRO LIMITED, COIMBATORE

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BONAFIDE CERTIFICATE

Certified that the Project report titled **"STUDY OF THE INFLUENTIAL FACTORS OF ATTRITION WITH REFERENCE TO SDDC, LARSEN & TOUBRO LIMITED, COIMBATORE"** is the bonafide work of **Mr. RAVI SHANKAR S.** who carried out the work 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.
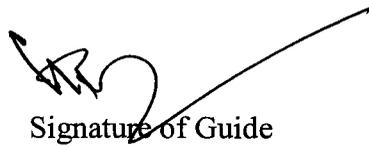
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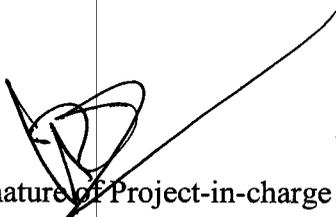Roll No. : 1110MBA1100

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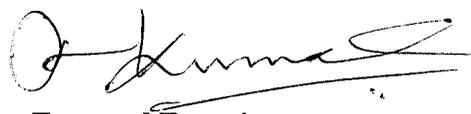
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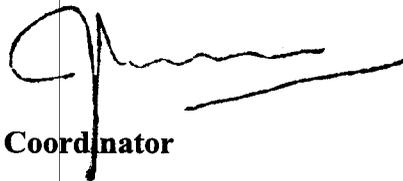
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ABSTRACT

Attrition refers to the gradual reduction in staff and employees in a company through normal means, such as retirement and resignation. It is natural in any business and industry as employees tend to move from one organization to another for better prospects, growth, etc. There are various factors/reasons that influence the attrition level in an organization. These factors vary across the different business units, employee levels, etc. and hence strategic moves are necessary to cater the requirements across the various levels in the organization. Reports indicate that the Attrition rates, traditionally high in India especially in skilled areas where there is a war for talent, stood at 19.3% in 2012 which has been broadly unchanged from the last few years.

Attrition levels influence the growth of an organization irrespective of the competition, segment and market demands as the investment made in nurturing the employee does not provide the appropriate returns and the entire knowledge and experience gained by the employee is lost by the organization. Hence, there is a heavy need to identify and understand the dynamics in the organization and the reasons for attrition levels so that appropriate retention strategies can be adopted to get maximized returns out of the investment made on employees.

The Study presented herein utilizes the statistical tools to identify, analyse and interpret the factors that influence Attrition. It also shows the extent to which each factor contributes to the overall attrition rates so that the retention actions

can be prioritized. Ishikawa diagram popularly known as Cause-and-Effect diagram or Fish-bone diagram is utilized to identify the factors and group them under various heads. A survey based on a questionnaire designed by using the factors identified serves as the primary data for analysis. The analysis and interpretation of the data are done through the statistical tools like Bar charts & Trend analysis.

The results of the survey show that there is a heavy concern on Money related factors as they have been the main reason for Attrition over the years. Though a good salary and allowances are provided, people are on search of still higher package which leads to the job shift. In addition, employees are more concerned on their professional growth which has also had a major influence in quitting the current job.

As the results of the analysis imply, appropriate employee retention strategies to reduce the attrition levels and maintain the employees enriched with vast experience and knowledge in the organization would include Higher pay scale & Annual package in line with the trend/standard of the industry, More focus on growth opportunities and personalized care on every individual's professional path and improvement in the process like Performance Plan & Performance Appraisal by providing more transparency & fairness.

ACKNOWLEDGEMENT

"A JOURNEY OF HUNDRED MILES BEGINS WITH A SINGLE STEP"

First, I extend my Thanks to "God Almighty" who gave me the strength, wisdom, courage, hope and countless blessings to complete this project successfully.

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I would like to express my profound gratitude to **Mr.A.Senthil Kumar, M.B.A., PGDCA, M.PHIL., (PH.D.),** Assistant Professor (Senior Grade), KCT Business School, Kumaraguru College of Technology for his constant support and motivation which helped me a lot in moving forward at every stage of the project.

I would also like to convey my regards and sincere thanks to all the respondents who participated in the survey for this project. Their time allocation despite a busy schedule to respond to the survey Questionnaire & genuine interest has resulted in timely availability of data to proceed with the project.

I extend my Thanks to my family, friends, colleagues and all others who have directly or indirectly helped me through their support & guidance in completing this project.

Ravi Shankar S.

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LIST OF ABBREVIATIONS

SDDC - Switchgear Design & Development Centre

EPDS - Electrical & Automation's Product Development System

E&A – Electrical & Automation

IS - Immediate Superior

NS - Next Superior

PP - Performance Plan

PA - Performance Appraisal

CHAPTER 1

INTRODUCTION

1.1. RESEARCH BACKGROUND

1.1.1. Attrition

Attrition refers to the gradual reduction of a workforce by employees leaving and not being replaced rather than being laid off. In simple terms, it is the gradual reduction in staff and employees in a company through normal means, such as retirement and resignation.

1.1.2. Attrition rate

Attrition rate is a measure of employee turnover that denotes the extent to which the employees leave the organization in a particular period of time. This can be calculated for any time period varying from a month, a quarter, half-year, a year or over a number of years. The basic equation to calculate the same is as follows.

Attrition rate (%) = Number of employees resigned for the year / (Total number of employees at the start of the year + Number of employees joined during the year - Number of employees resigned during the year) x 100

1.1.3. Factors influencing Attrition

There have been continuous studies made on the patterns of Attrition across the world to understand the influential factors and formulate better HR policies. The major factors influencing Attrition levels vary across industries, geographies, skill levels, sectors, etc and also within the different units, location and employee levels within the organization.

Some of the factors that are identified and analysed worldwide are Inequality in Compensation, Limited Career growth, Role stagnation, Mismatch between the Job profile and Individual personality, Work stress, Lack of authority and responsibility, Monotonous job, etc.

1.1.4. Current Trend in India

Compensation Trends Survey-2012 conducted by Deloitte Human Capital Advisory Services on the performance of the Indian Industries across various fronts showcases that the overall attrition across industries was 13%. To add in, better pay and personal reasons have been rated as the key reasons for attrition industry-wide. It has also quoted that hiring and retaining skilled talent continues to remain a key challenge in the market. The survey also indicates that the Junior management level faced highest level of attrition in the ITeS sector at 34% while Pharmaceutical, Healthcare & Life Sciences faced highest overall attrition at 22%. It is followed by ITeS and Media & Advertising at 16% while Manufacturing and Energy & Resources faced lowest overall attrition of 8%.

Indian IT giant TCS had an employee turnover fall to record low of below 10% in its IT services business during the Q3 of FY2012-13. Including BPO, Attrition was 11.2% for TCS while the other giant Infosys had an attrition rate of 15.2% during the same quarter as per the reports from The Economic Times. All these data clearly indicate that the attrition levels are closely monitored across the various industries worldwide. HR mangers are keen in identifying the reason/cause for attrition and implementation of appropriate retention strategies.

1.2. COMPANY PROFILE & BACKGROUND

Larsen & Toubro is a USD 14 billion technology, engineering, construction, manufacturing and financial services conglomerate, with global operations. It is ranked 4th in the global list of Green Companies in the industrial sector by the reputed international magazine Newsweek, and ranked the world's 9th

Most Innovative Company by Forbes International. L&T is one of the largest and most respected companies in India's private sector. A strong, customer–focused approach and the constant quest for top-class quality have enabled L&T to attain and sustain leadership in its major lines of business over seven decades.

L&T was founded in Bombay (Mumbai) in 1938 by two Danish engineers, Henning Holck-Larsen and Soren Kristian Toubro. Both of them were strongly committed to developing India's engineering capabilities to meet the demands of industry. Beginning with the import of machinery from Europe, L&T rapidly took on engineering and construction assignments of increasing sophistication. Today, the company sets global engineering benchmarks in terms of scale and complexity.

Electrical & Automation (E&A) business comprises low and medium voltage switchgear, electrical systems, marine switchgear, electrical and automation systems integration, energy meters & relays. Its products and solutions cater to industries, utilities, infrastructure, building and agriculture segments. The manufacturing operations of E&A's business are located at Mumbai (Powai), Navi Mumbai (Mahape & Rabale), Ahmednagar, Vadodara, Coimbatore and Mysore in India as well as in Saudi Arabia, UAE (Jebel Ali, Dubai), Malaysia, Indonesia Australia and the UK.

A major strength is its in-house Switchgear Design and Development Centre (SDDC) as well as well-equipped Engineered Tooling Solutions (ETS) that design and manufacture a wide range of high precision tools, a pre-requisite for high quality products.

E&A promotes good electrical practices in the industry. Its Switchgear Training Centres (STCs) at Pune, Lucknow, Coonoor and Vadodara conduct courses for technicians, customers, engineers, professionals and even students for enhancing their knowledge and skill on switchgear products.

All functions of E&A's Business Units across manufacturing locations comply with the Information Security Standard - ISO 27001:2005, the only international auditable standard for Information Security Management Systems (ISMS). It involves stringent audits by Bureau Veritas that is recognized and well-respected globally.

Switchgear Design & Development Centre (SDDC) is a part of Electrical & Automation (E&A) business of L&T. SDDC falls under Electrical Standard Products (ESP) and serves as the Design and R&D centre for the development of Switchgear & Switchboards. It was established first in Powai, Mumbai to cater the design requirements of Powai & Ahmednagar production units. It has a comprehensive setup with specialized expert teams in various functional areas. As a part of expansion, SDDC was setup at the Malumichampatti Campus of Larsen & Toubro, Coimbatore. Executives based at Coimbatore take expert advice and inputs from SDDC, Powai through regular interaction during all the stages of the execution of Project.

The development of a product at SDDC follows a structured sequence which is defined in EPDS-Electrical & Automation's Product Development System. It is a process defined to list out the responsibilities of the Cross-functional Team, tasks and documentation to be completed at every stage of project along with the timeline presented using Gantt chart.

1.3.   PROBLEM STATEMENT

Identify, analyse and represent the factors that influence Attrition using the statistical tools to enable identification & implementation of necessary corrective action to retain employees and maintain the knowledge available within the organization.

Several individual factors contribute to the overall Attrition in the organization as well as in the industry level. It becomes necessary to identify these

factors and analyse their extent of influence in the overall attrition to design and implement the retention strategies. Statistical tools can be used to do the same in a simple and effective manner.

1.4. NEED FOR THE STUDY

The high attrition costs increases the cost to run the organization considerably. The organization has to combat the amount of disruption due to unplanned exits. The more the people leave an organization, the more it is a drain on the company's resources like recruitment expenses, training and orientation resources and time. The high attrition rate also affects the productivity of the organization. Therefore, it is extremely important to curb attrition not only for an individual firm but also for the industry as a whole. The factors that influence the Attrition levels in the organization must be known to formulate appropriate actions and retain the employees.

The average strength of employees at SDDC, Coimbatore is approximately in the order of 50 and there has been an average Attrition of almost 10% and is on the rise. Hence, such a study is required to evaluate the scenario at the Switchgear Design & Development Centre (SDDC) of Larsen & Toubro Limited, Coimbatore.

1.5. OBJECTIVES

The broad objective of this study is to identify the root causes of attrition, analysing the level of employee motivation, satisfaction and involvement, and prioritize the reasons for attrition. It paves way to come up with concrete recommendations, which will eventually be valuable to the organizations to retain their employees for a long term. For this purpose, statistical tools primarily used for attaining high quality output in production/service are used. In brief, the primary and secondary objectives of the study are as follows.

1.5.1. Primary Objective

- To identify the factors influencing the Attrition levels in SDDC, Larsen & Toubro Limited, Coimbatore.

1.5.2. Secondary Objectives

- To analyse the current Attrition level in SDDC, Larsen & Toubro Limited, Coimbatore.
- To study and prioritize the factors that act as the cause of Attrition.
- To recommend retention strategies to counteract Attrition.

1.6. SCOPE

The scope of the study is to provide a simple process/procedure to help the HR department to identify the prime reason causing Attrition in their business unit/organization and study their behaviour over a period of time so that the Retention strategies can be formulated accordingly to suit the trends and retain the human capital. The process/procedure can be integrated with the existing processes like Exit Interviews, Employee feedback surveys, etc. to get the required data with ease.

The results represented herein would be based only on the responses of the sample size taken into study and may not reflect the actual situation of the organization represented. Though this study takes into account a small sample size, the methodology can be extended across larger sample size and across various industries/sector/domains.

1.7. LIMITATIONS

The limitations of the study as well as that of the methodology would be that the accuracy of the data collected cannot be assured. Since the data is primarily

collected from the employees who had left the organization, it would have the traditional survey issues like Rating Bias, Central tendency, etc. which cannot be eliminated completely. Also, the results obtained would be solely based on the responses of the Sample space and may not be the actual scenario. However, the accuracy levels can be improved by motivation and transparency between the employees and HR Department.

1.8.   DELIVERABLES

As a result of this study, the objectives listed above would be attained for the sample space taken for the study. In addition, the methodology presented herein would serve as a simple process to analyse the Attrition at various levels across the diversified industrial sectors. The respective HR department would have to customize the methodology and analysis described herein to suit their requirements.

CHAPTER 2

REVIEW OF LITERATURE

2.1.   STUDIES SO FAR

There have been a lot of studies made to identify the attrition levels, its trend over the years & industry and also to tackle the issue of losing manpower. A brief summary of the literature from the past is presented below.

"Attributes of people, not the nature of external environment, or organizational technology, or organizational structure, are the fundamental determinants of organizational behaviour" (Schneider, 1987).

People and their personality decide the behaviours in the organization and it becomes the sole contributor of Attrition levels directly. People are differentially attracted to careers as a function of their own interests and personality (Holland, 1985).

Other signs of attraction were researched by Tom (1971) and Vroom (1966). They have stated that people search environments that fit by their personality and that people would like to obtain their outcomes by selecting a specific organization. So whenever the employee feels that the environment is not reflecting their interests and character, they tend to move out towards a different environment which would suit them. This becomes the primary drive for Attrition.

Attrition is the opposite side of attraction. When people do not fit in an environment, they tend to leave it and when people leave the environment, a more homogenous group stays than those who were initially attracted to the organization. As a result of attrition, the entire environment in the organization becomes unique and all the members of it tend to share a common personality when the attrition reaches a saturation level.

Johnson and Gill (1993) describe motivation in work organizations as "the processes by which people are enabled to and induced to choose to behave in particular ways". Motivation is therefore coupled with a search for the ways by which members' job performance and productivity may be enhanced or maintain. Employee involvement has a direct correlation with productivity, quality, efficiency, absenteeism, and even motivation.

Employee involvement produces improved enterprise performance through diverse channels including enhanced discretionary effort by employees (Jones et al 2003). There is also a high association between peer review and employee involvement in work organization and better the peer review, better is the efficiency towards work.

Naqvi and Ramay(2008) revealed that job satisfaction and organizational commitment had a negative effect on turnover intentions, whereas perceived alternative job opportunities had a significant positive correlation with turnover intentions and is the major factor associated with turnover intention among its professionals.

Van Dick et al. (2004) have also identified job satisfaction as a predictor of turnover intention; however, they argue that it is a mediating variable between organizational identification and attrition.

Abbasi and Hollman (2000) sought to determine the impact of employee turnover on an organization and found that excessive employee turnover often engenders far reaching consequences and at the extreme may jeopardize efforts to attain the organizational objectives.

Hale (1998) stated that employers cited recruitment costs of 50% to 60% of an employee's first year's salary and up to 100% for certain specialized, high-skill positions.

Bowen and Shuster (1986) stated that while all constituting elements of an organization are important for its success, it is its enhanced ability to attract and retain the best quality talent that separates it from the others.

Mirvis and Lawler (1984) suggested that Quality of working life was associated with satisfaction with wages, hours and working conditions, describing the "basic elements of a good quality of work life" as safe work environment, equitable wages, equal employment opportunities and opportunities for advancement.

Walton (1973) suggested eight major conceptual areas for understanding quality of work life. These were adequate and fair compensation, safe and healthy working conditions, development of human competencies, growth and security, social integration, constitutionalization and total life space and social reliance.

Many researchers have also worked on various other domains like the HRM systems and practices (Budhwar et al. 2006), Job satisfaction (Sharma 2006, E-sat survey 2005), and burnout prevention (Kanwar et al. 2008) to handle attrition.

All these studies provide general recommendations to cater the necessity in each domain so as to reduce attrition. However, Studies to determine the extent to which each factor contributes to the overall attrition are on the rise and are subject to change over time and the environment. It would also vary across the industries, across geographies, across levels of the organization, across the skill of the employees, etc. Hence, it becomes necessary to identify and prioritize the factors that influence the Attrition levels periodically so that it can be brought down to the lowest possible level.

2.2. RESEARCH GAP

Based on the Literature review and the studies made by the researchers around the world, the possible list of factors can be identified and the necessary

corrective actions can be obtained. But, there can be several other factors which would be specific applicable only for certain studies. These factors may be industry-specific, geography-specific, role-based, etc. They can also depend on the social, cultural, economic environments along with the organizational climate. Hence, there is a need to identify the factors based on the subject/context taken for the study which would best suit the requirements. The well known factors can also be utilized in addition to these specific factors that are bound to be applicable only for the study taken.

Also, the combined influence of the various factors is also to be studied to have a clear vision on the Attrition levels and counteract the same. In addition, the influence of every factor on the overall attrition is also an item of importance as the retention strategies should be first targeted towards the most influencing factor to maximize the benefit i.e. maximum reduction in Attrition.

CHAPTER 3

METHODOLOGY

3.1. METHODOLOGY DESIGN

The first step in the study is to identify the various factors that influence the Attrition levels in an organization. The common factors known worldwide as the reason for Attrition are screened and best-fit factors required for the study are selected. In addition, the other factors which may be specific to the case chosen or whichever is out of the scope of the factors worldwide are determined using the statistical tools like Ishikawa diagram popularly known as Fish-bone diagram or cause-and-effect diagram. Grouping of the factors based on their impact is also done through Ishikawa diagram so that the analysis and formulation of corrective actions i.e. retention strategies becomes easier.

The factors that act as the cause of attrition has been broadly categorized under 4 groups namely, Man, Money, Method & Environment. Man related factors are those with respect to the personal and collegial relationship that exist within the organization. Money related factors are those with monetary value involved. Salary, Perks, Incentives, rewards, etc., which provides monetary support to the employees are grouped under this category. Method relates to the processes and systems that are in force in the organization with which the individual may or may not be comfortable with and hence would have lead to their resignation. Environmental factors are those of the atmosphere around the workplace and how they favour or are against the individual's aspirations or expectations.

3.2. ISHIKAWA DIAGRAM

Ishikawa diagrams (also called fishbone diagrams, herringbone diagrams, cause-and-effect diagrams, or Fishikawa) are causal diagrams created by Kaoru Ishikawa (1968) that show the causes of a specific event. Common uses of the

Ishikawa diagram are product design and quality defect prevention, to identify potential factors causing an overall effect. Each cause or reason for imperfection is a source of variation. Causes are usually grouped into major categories to identify these sources of variation

In this context, it is used to identify and group the various factors that influence Attrition. The Ishikawa Diagram showing the list of factors that are grouped and taken into the study is given below.
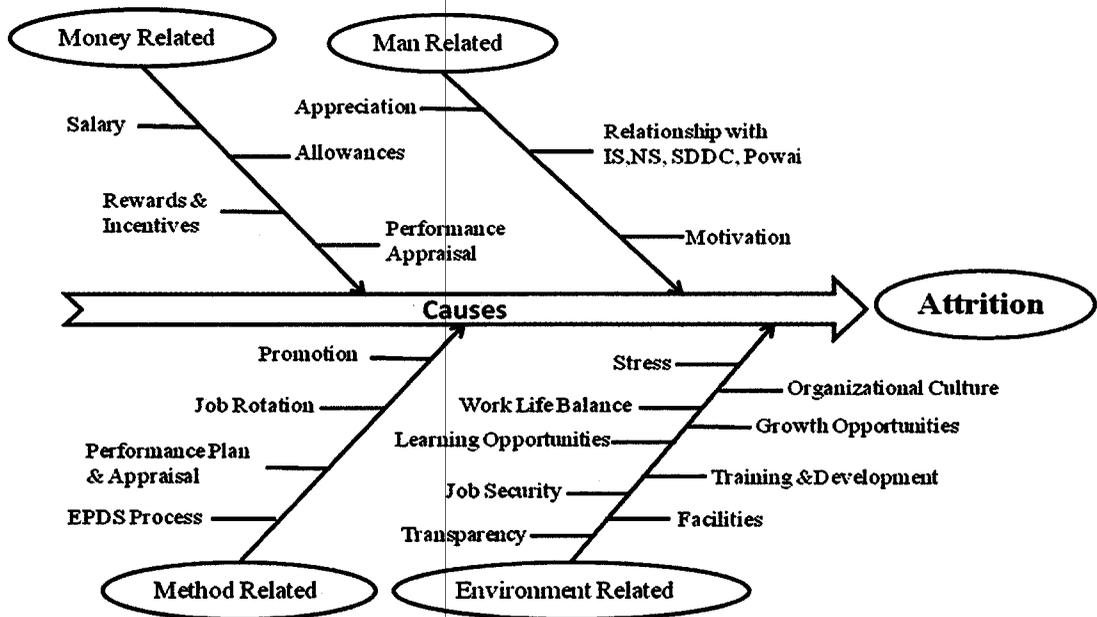

Fig.3.2.1 Ishikawa Diagram for the causes of Attrition

3.3. FACTORS INFLUENCING ATTRITION

The factors that could be the probable cause for the attrition level are listed below.

1. Basic Salary
2. Allowances
3. Rewards & Incentives
4. Monetary value of Performance Appraisal

6. Motivation

7. Personal Relationship & Interaction with,
   i. Immediate Superior (IS)
   ii. Next Superior (NS)
   iii. SDDC, Powai

8. EPDS Process & extent of its implementation

9. Process of Job rotation

10. Fairness in process of Promotion

11. Process of Performance Plan & Performance Appraisal

12. Opportunities to learn new things

13. Feeling of Job security while working

14. Organizational Culture

15. Opportunities to grow within the Organization

16. Training & Development

17. Transparency between Employees & Management

18. Stress levels during execution of project

19. Work-Life balance

20. Other Facilities like Food, Transport, etc.

3.4. QUESTIONNAIRE DESIGN

The questionnaire has been designed in such a way that it brings out the influence of the various factors on every individual which made him/her move out of the organization. The Questionnaire has been prepared with Closed & Open ended questions to get the data from the sample space to depict their experiences & reasons that have made them come out of SDDC. The Questionnaire has been designed using a rating scale of 1 to 5 by which the respondents have to rate each factor listed above from Very poor to Very Good. This would in turn the reason for their termination and henceforth account to the cause of attrition level.

Dichotomous response scales (Yes/No) have not been preferred as it cannot measure a state in-between wherein a particular factor would have had a

partial implication for an individual. The sequence of questions in the Questionnaire has been purposely shuffled and is not as per the grouping. This was aimed at reducing the biased response. The Questionnaire used for the study is given in Appendix-1.

3.5.   TARGET RESPONDENTS

The study has been done by taking the people who have left SDDC over the past few years as the sample space. Sample size targeted is 25 which is the count on the persons who have left SDDC since its inception at Coimbatore in 2007 till August, 2013.

3.6.   SOURCE OF DATA

- Primary data - Survey using questionnaire

3.7.   DATA COLLECTION

The data for the analysis has been generated by circulating the questionnaire to the respondents via E-mail, Social Networking, Telephonic conversation, etc. as the case may be to reach the respondent. This methodology is only for the purpose of this project and it can be integrated in the process of exit interview or some other process within the organization to generate the required data for analysis by the HR department in the organization.

The complete chart providing the details of the rating provided by each respondent towards each factor is given in Appendix-2. The data thus collected serves as the base for further analysis on to finding the extent of each factor in contributing towards attrition and also provide the priority list for the action plans to be implemented.

Out of the targeted 25 respondents, data has been acquired from 22 individuals out of which 1 has been eliminated from the study as the individual had been associated with SDDC only for a short time (6 months). The particular individual was unaware of all the practices/methods and also could not judge the factors listed due to insufficient knowledge. Thus, all the further analysis would be through the responses of 21 individuals.

3.8.   ASSUMPTIONS & LIMITATIONS

The data collected through the survey is assumed to be true and correct that highly showcases the scenario of the organization and its structure, policies, etc. Any biases, ignorant responses are also considered valid as the same cannot be identified and eliminated from the study. All the analysis, interpretation, inferences, conclusions and recommendations are solely based on the responses obtained through the survey, the genuineness and authenticity of the same is not viable to be ensured though utmost care is taken.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

## 4.1. DATA ANALYSIS & REPRESENTATION

Based on the responses obtained from the sample space, the analysis has been done for each factor to determine the extent it has been a contributor towards Attrition. The inferences made out of the response data has been presented below with reference to each factor.

4.1.1. Money Related Factors

There are 4 factors taken into study which are related to Money that can lead to Attrition. The data obtained for every factor and the inferences are as follows.

4.1.1.1. Basic Salary

The response of the individuals on the basic salary that was provided to them when they were associated with SDDC is presented below.
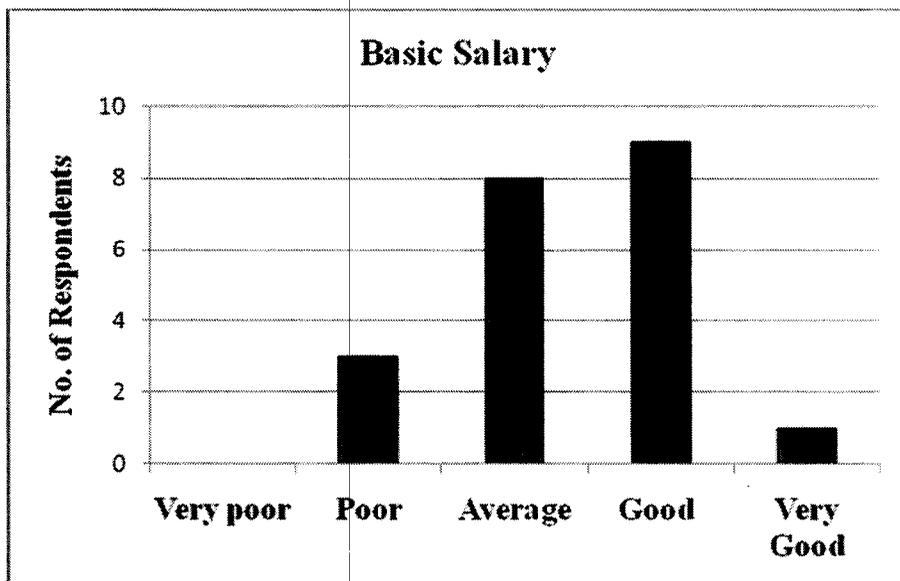
It implies that 14.3% of respondents feel that the Salary provided was Poor while 38.1% & 42.9% have rated it as Average & Good respectively. Only 4.7% feel that the Salary was Very good and henceforth, Salary structure does have the scope for improvement.

4.1.1.2. Allowances

With repect to the allowances, the respondents have given almost equal weightage to Average (47.6%) & Good (52.4%). Though nobody has given Poor or Very poor to this factor, it is worthy to have some improvements on the same to bring the satisfaction levels to Very good as far as possible. Average rating for this factor would be thus 3.5% which is exactly between Average & poor.
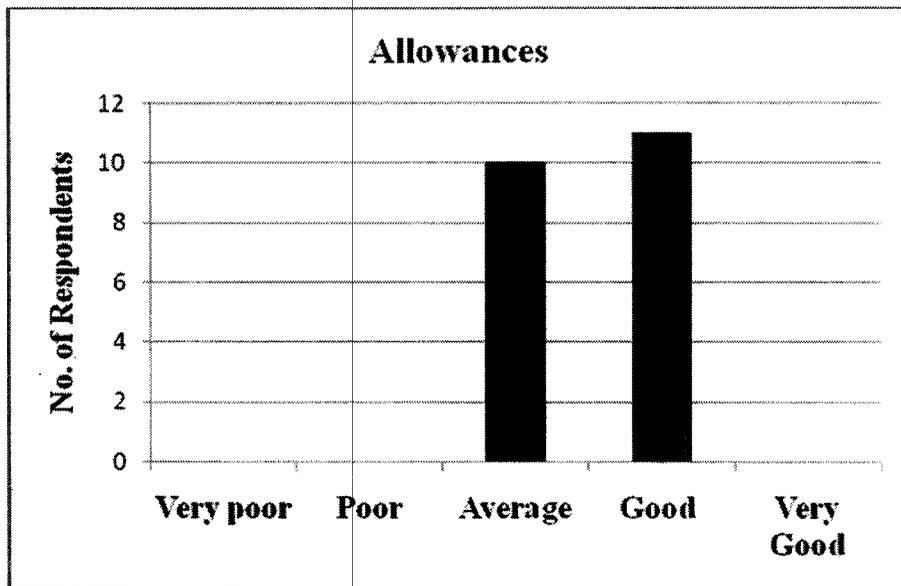

Fig.4.1.1.2.1. Rating for Allowances

4.1.1.3. Rewards & Incentives

Rewards & Incentives provided in SDDC has got maximum rating to Average i.e., 61.9% of respondents felt that it was only average with respect to their expectations. 14.3% feel that it was poor and 23.8% feel that it was good. This factor needs high attention compared to the basic salary as maximum response is Average

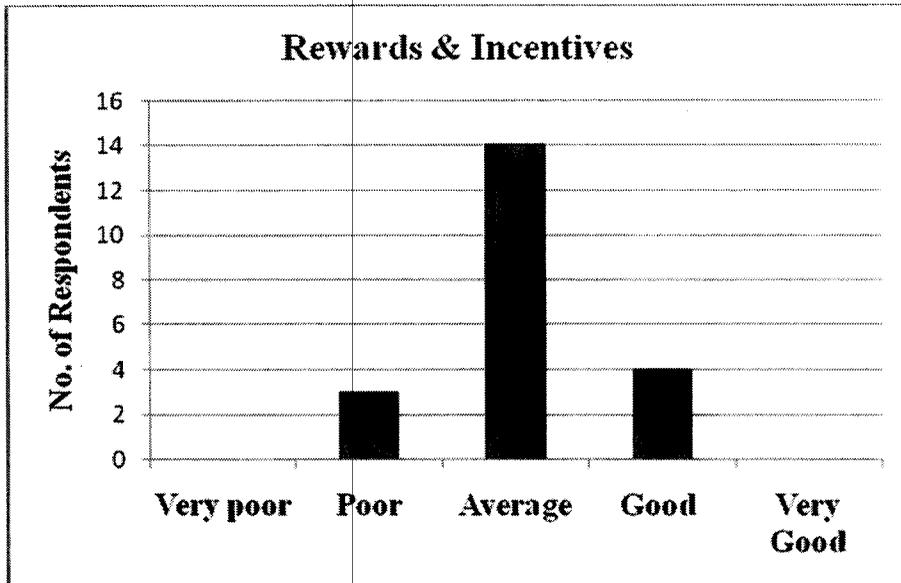Fig.4.1.1.3.1. Rating for Rewards & Incentives

4.1.1.4. Performance Appraisal Value

The Monetary value of the Appraisal has also got the maximum response as Average (61.9%) with 14.3% & 23.8% weightage given to Poor & Good respectively. This also falls inline with the Rewards & Incentives and hence similar improvements are required.
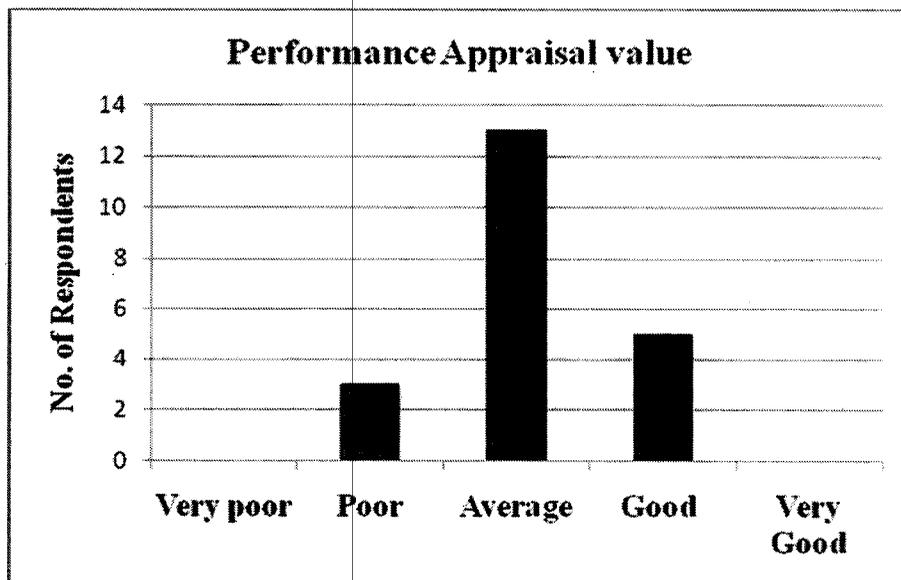

Fig. 4.1.1.4.1. Rating for Performance Appraisal value

Since the Performance Appraisal value gets determined by the individual's performance as well as the business' performance, detailed study is to be done by the HR department with the support from Top management to cater to the expectations of the employees.

In short, all the money related factors have only an average rating (Average score of 3.26 taking all 4 factors into account) by the respondents which shows the sense of dissatisfaction that persists. Money, being the ultimate return expected out of work done by the employees, which serves as the basis of living is highly important and hence the employees' view on the money related aspects should be seriously considered for the betterment of the organization and increasing the satisfaction of the employees.

4.1.2. Man Related Factors

There are 5 factors taken into study for the analysing the relationship that exists within the employees of the organization. The responses & inferences are as follows.

4.1.2.1. Appreciation & Recognition

With 66.7% rating this factor as Good & remaining 33.3% rating this factor as Very good, it highly implies that the employees are being appreciated for their efforts & recognized for their achievements. This scenario earns a good response from the employees and creates a positive environment. This is to be maintained and improvemnts if any found can be made to further strengthen the Appreciation & Motivation provided to employees.
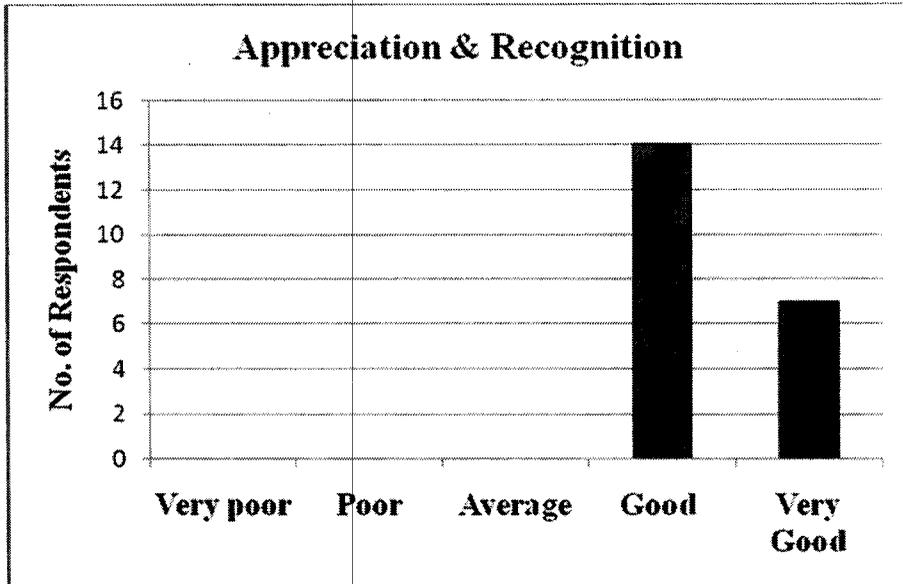
Fig.4.1.2.1.1. Rating for Appreciation & Recognition

4.1.2.2. Motivation

Motivation levels in SDDC seem to vary above average with 42.9% respondents rating it as average while 38.1% rate is as Good. 14.3% have felt that the motivation was very good while working whereas a minor 4.8% feel that it was Poor.
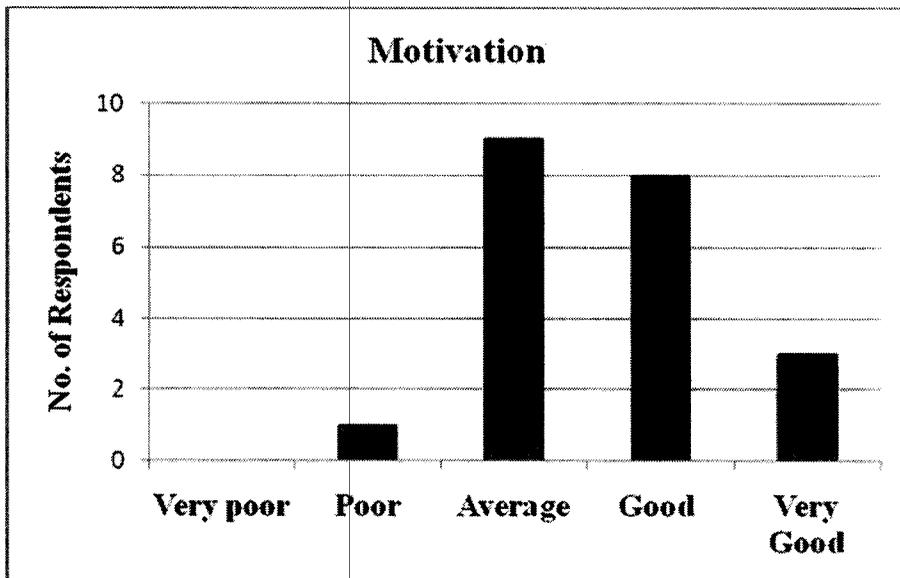

Fig.4.1.2.2.1. Rating for Motivation

Motivation, being the basic drive behind any individual to constantly put their efforts towards the organizational goals, has to be kept at high standards particularly in a Design & Development centre where the work would progress only when the people are motivated. Motivation inturn can be due to many reasons which are to be explored and improved.

4.1.2.3. Relationship with Immediate Superior (IS)

IS would be the person whom every employee directly reports to. An IS would be the sole instructor and guide to the individual interms of the work load assigned, training, development, feedback, evaluation of performance, etc. Hence, the relationship should be smooth and should compliment to bring out the best. The extent of their understanding with each other would yield fruitful results.

The survey shows that this is very strong and hence 66.7% of the respondents have responded that it was Very good and the remaining 33.3% rating it as Good. Hence, the scenario looks positive and hence to be maintained to the same or even higher level.
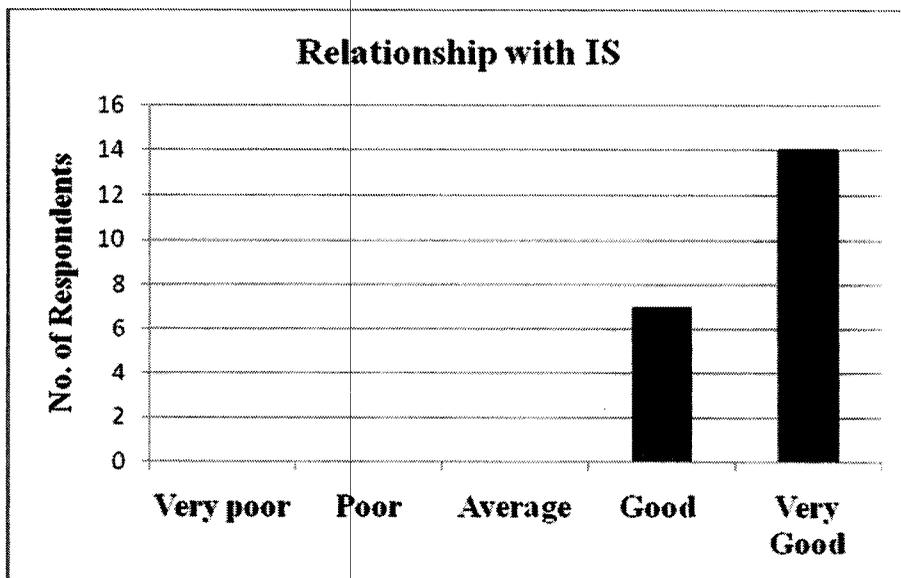

Fig.4.1.2.3.1. Rating for Relationship with IS

4.1.2.4. Relationship with Next Superior (NS)

Next Superior is the one above IS who would form a part of the higher level management having managerial activities as their primary concern. An NS plays the role of shaping the career and development path for every induividual under him/her in the organization.

The survey response shows that the majority felt that it has been Good (71.4%) while others get equally distributed with Average & Very Good (14.3% each). When compared with the results for IS improvement can be made to ease the employees' interactions.

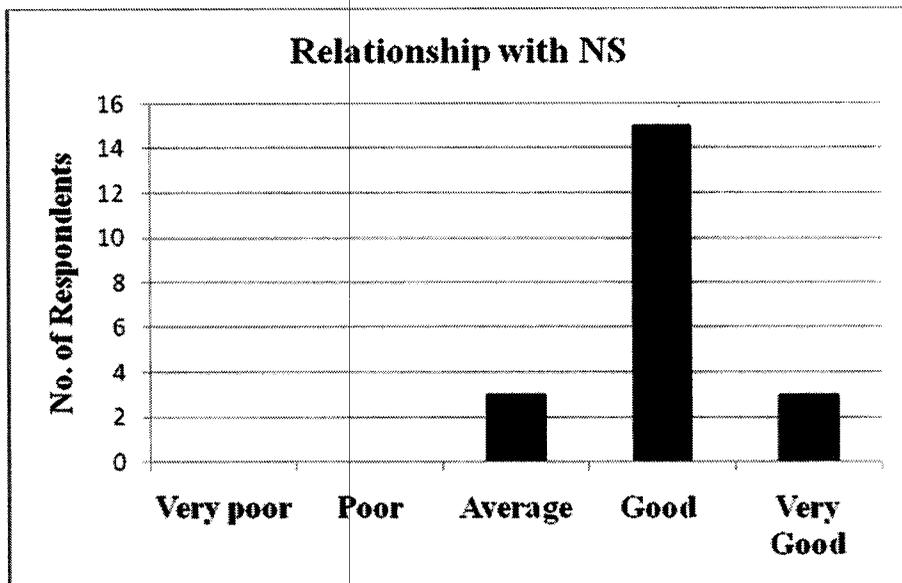Fig.4.1.2.4.1. Rating for Relationship with NS

4.1.2.5. Relationship with SDDC, Powai

SDDC being first formed in Powai, Mumbai with the base corporate setup has grown to a huge extent with experts for various functions and sophisticated testing facilities. SDDC, Coimbatore has to interact with SDDC, Powai on regular basis to progress in the project as all the necessary resources are available only at

Powai and with more experienced people, SDDC, Powai has the expertise in the various stages of the project.

The results show that the relationship of the employees in Coimbatore with Powai is Good but not very good as the percentage of response is 81% vs. 0%. Very few have rated as Poor & Average (9.5% each). This has to be improved as nobody has felt it to be Very good. Improvement of this aspect would help in easier execution of projects at SDDC, Coimbatore and also to gain an equivalent expertise at a faster rate.
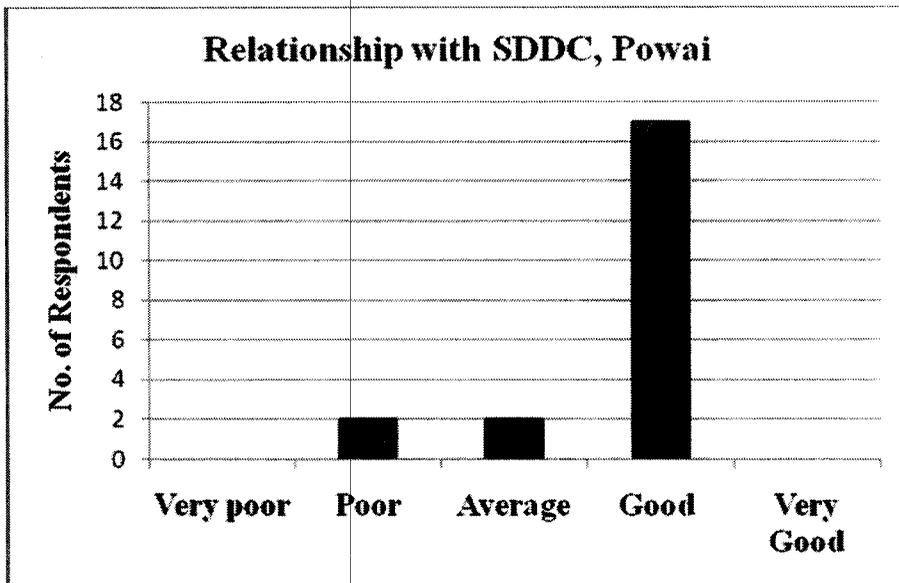
Fig.4.1.2.5.1. Rating for Relationship with SDDC, Powai

On the whole, the Man related factors have got an average score of 4.07 which implies that they are good and have a little scope for further improvement particularly on fronts like motivation & Relationship with SDDC, Powai which have an average of 3.62 & 3.71 respectively.

4.1.3. Method Related Factors

Methods or Processes are inherent in every organization which are aimed at creating a guidance and maintaining a structured approach for all the activities that

run inside the organization. These systems that are in place may pose a hindrance to carry out one's responsibilities if they are not aligned properly. Hence, people develop hatred upon the processes and systems that are in place which could go to the extremity that it forces them to quit from the organization.

4.1.3.1. EPDS Process

Electrical & Automation's Product Development System (EPDS) is a structure defined to provide guidance on the activities at every stage of product development. Many of the items in the system must be satisfied to proceed on to the next phase of development. This ensures that a quality output is attained. The acceptance level of such a process is shown below through the rating provided by the respondents. 66.7% feel that the process is Good while 19% feel that it is Average and 14.3% had said that it is Very good. Therefore, minor improvements could be done to the process by taking in the considerations of the employees.
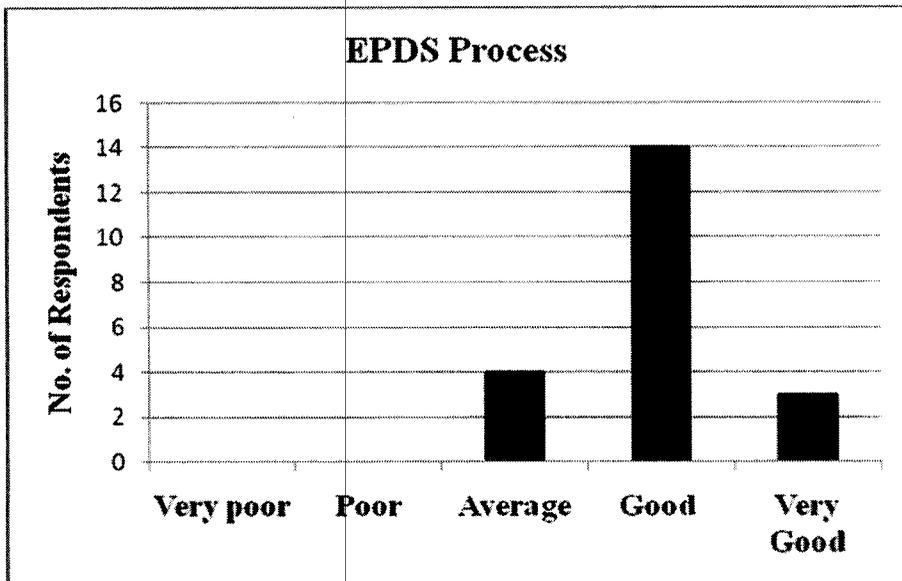

Fig.4.1.3.1.1. Rating for EPDS process

4.1.3.2. Job Rotation

Job rotation aims at exposing the individuals over a wide area in switchgear so that they develop with high exposure over the industry requirements. Job rotation has its own advantages & diadvantages which gets reflected through the responses of the survey. 66.7% feel that this process is Good whereas 9.5% feel that it is Very good. 23.8% rate it as average and hence there can be some improvements on the process to include the expectations and requisites of the employees.
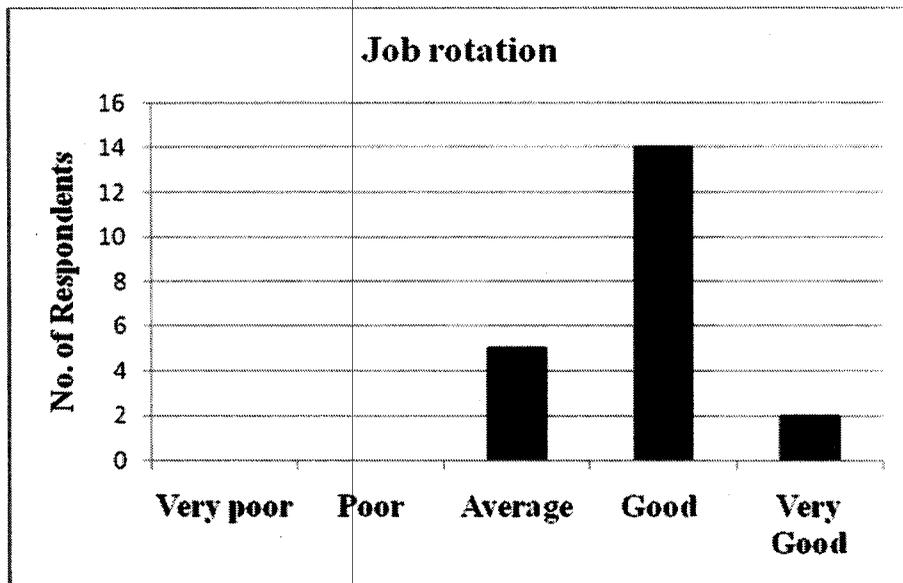
Fig.4.1.3.2.1. Rating for Job rotation

4.1.3.3. Promotion

Promotion, which is almost an essential need felt by the employees also has its own limitations. The Organizational structure & policies define various criteria to promote an individual at every stage. They form a part of the promotion process wherein the individual is nurtured and evaluated for his/her next role. 62.9% have stated that the process of promotion is Good and the remaining 38.1% have stated that it is average. Therefore, Process of Promotion has to be modified to cater to the individuals' expectations thereby providing a sense of satisfaction and motivation to give out more to the organization.

Fig.4.1.3.3.1. Rating for Promotion Process

4.1.3.4. Performance Plan (PP) & Appraisal (PA) Process

PP & PA are a year-around process which ultimately determines what and how an individual performs. It gives a direction, commitment and also determines the extent to which the targets are achieved. This is vital in every organization for strategic planning and for an individual, it is vital in building confidence & motivation.

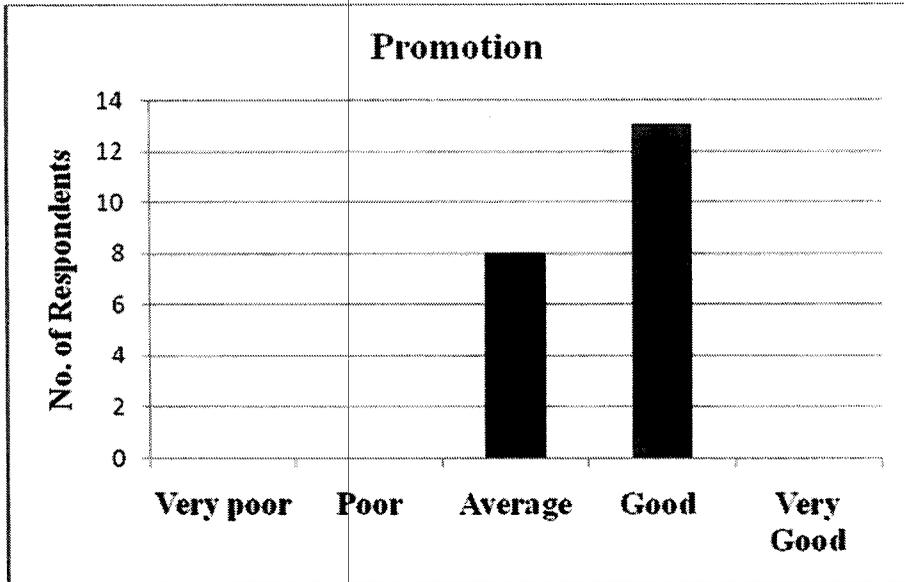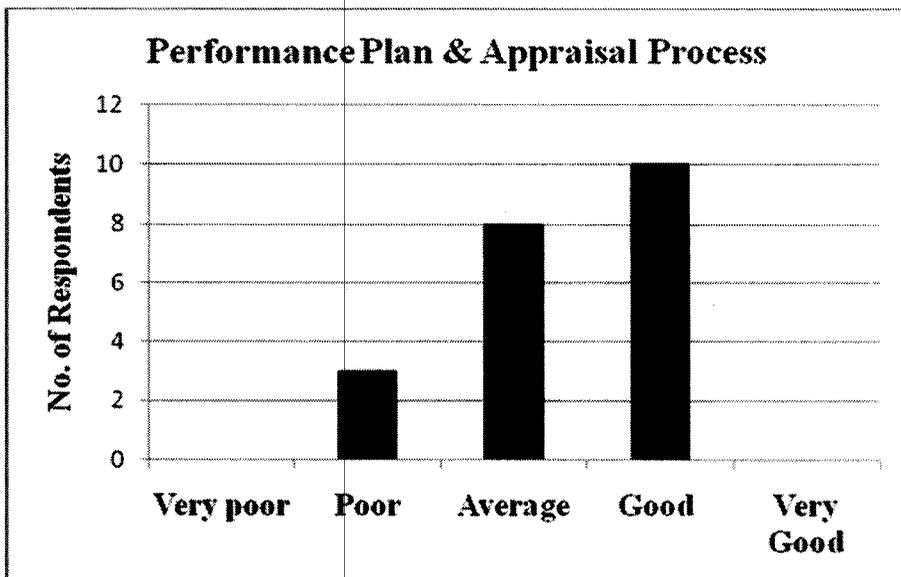Through the survey, 47.6% feel that this process in SDDC is Good whereas 38.1% feel it is Average and 14.3% rate is as Poor. Hence, the process has to be redefined or executed properly to earn the respect from employees. It has to build the confidence that the employee's efforts are worthy.

The Method related factors have an average score of 3.69 which means that there has to be more changes and improvements to enhance the organization's effectiveness. Since all the methods or processes are based to provide convenience and direction to the operations of the organization, it has to be flexed to suit the employee's requirements.

4.1.4. Environment Related Factors

There are certain influence on the people owing to the environmental aspects in which they work in. These surrounding factors influence the individual's working style, commitment, etc. as the environment goes inline with the individual's likes and dislikes. Some of these factors that are taken into the study are analysed below.

4.1.4.1. Opportunities to Learn

Learning is a continuous process and particularly in organizations employing "Knowledge workers", the learning habit of individuals is necessary to keep the organization in pace and competitive. Learning also enhances the knowledge of individual and creates a sense of confidence in the work being carried out. SDDC in particular has to have a learning environment and the survey results does show the same. With 52.4% rating it as Very good and remaining 47.6% rating as Good, it is highly imperative that the environment is conducive to learn which is also a basic requirement of such Design centres.
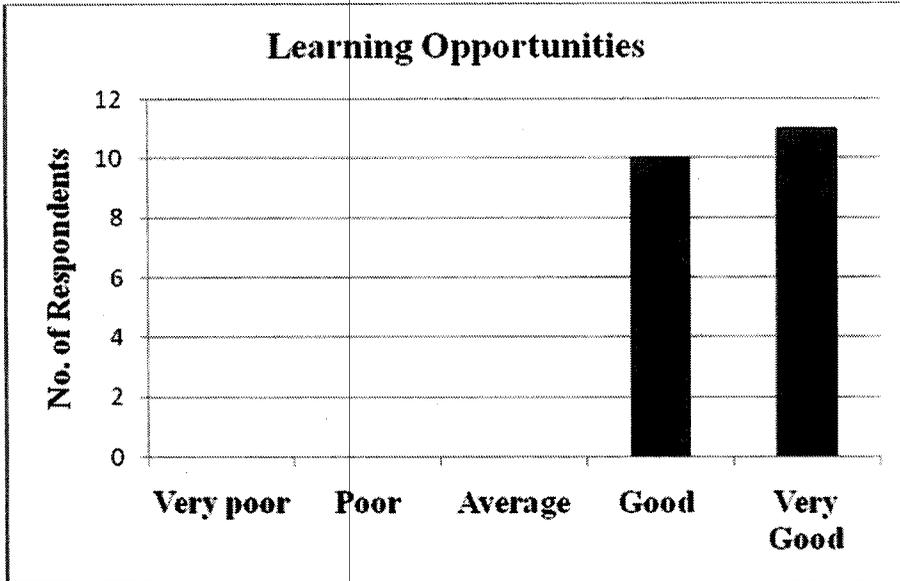
Fig.4.1.4.1.1. Rating for Learning Opportunities

4.1.4.2. Job security

Job security is the trust that an individual has in his/her organization that the employment would last long and there are no threats to it. IT based companies nowadays have regular lay-off creating a sense of insecurity among its employees.
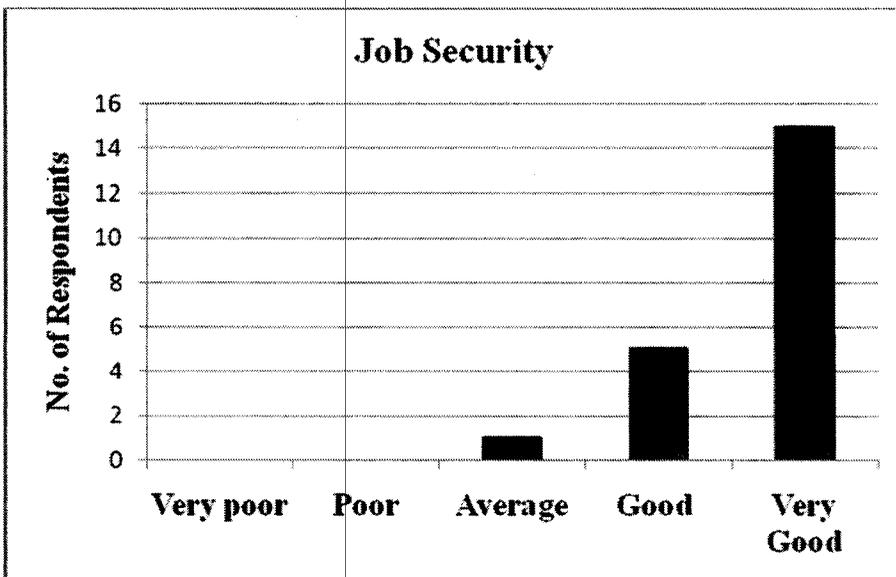
Fig.4.1.4.2.1. Rating for Job security

The status of SDDC in this regards is Excellent as 71.4% have responded as Very good which is one of the top rating in the survey. 23.8% have rated it as Good while only 4.8% have rated it as Average. This is a very good sign that shows the complete faith, employees have in their organization.

4.1.4.3. Organizational Culture

Organizational Culture is a collective term which refers to the working environment that an organization creates for its employees. It has multiple facets and is vital in making the employees comfortable to carry out their responsibilities and duties. Similar to Job security, this also has a maximum rating of the survey with 71.4% rating as Very good and remaining 28.6% rating it as Good. Thus, it shows that SDDC has a very conductive and comfortable environment.
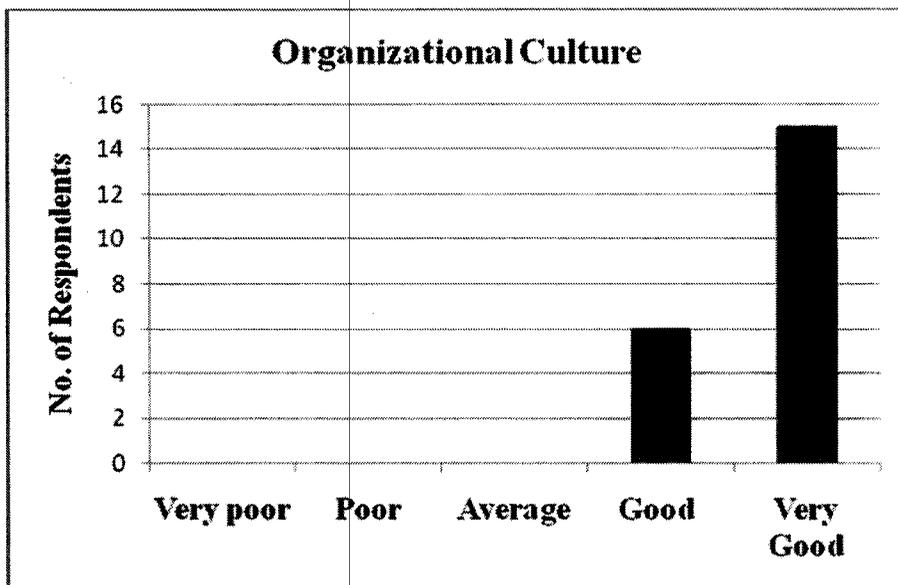
Fig.4.1.4.3.1. Rating for Organizational Culture

4.1.4.4. Growth Opportunities

Opportunities to grow inside the organization is a key concern for any employee as it is directly to his/her career path and well being. It boosts the employee's confidence in working for the organization and helps in mutual growth

of individual & Organization. This has been rated as Average by 61.9% and Good by 23.8%. Also, 14.3% feel it is poor which is a matter of concern. It is a matter of high priority as this has an Average score of only 3.1.
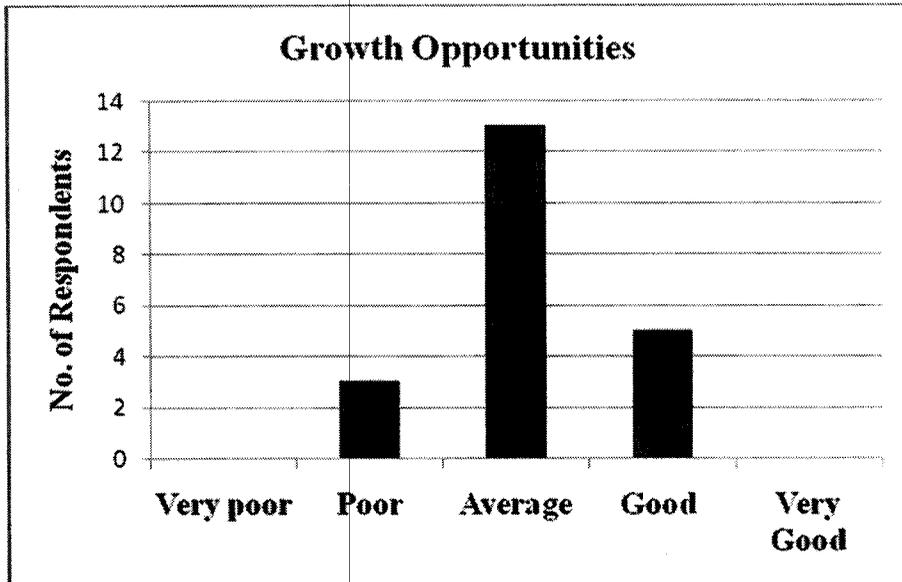
Fig.4.1.4.4.1. Rating for Growth opportunities

4.1.4.5. Training & Development

Training has become a part of a regular workstyle and many training programmes are being held by organizations to enhance the skillsets of its employees. Training is given on both Personal & Technical front to develop the overall competitiveness of employees. The survey results show that 66.7% rate it as Good while 28.6% rate it as Very good. Minority of the rating falls to average (4.7%). A Slight improvement can be done to make the employees more skilled and competitive.
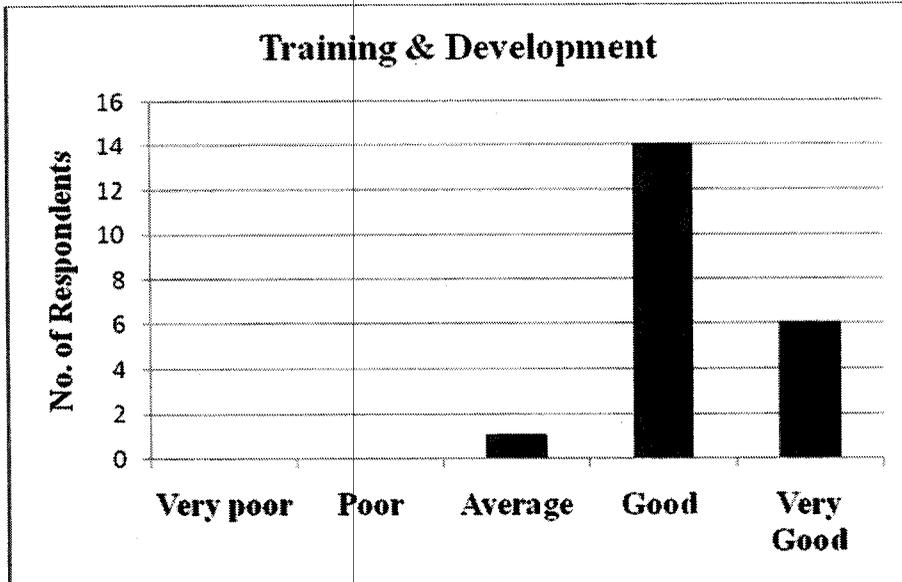
Fig.4.1.4.5.1. Rating for Training & Development

4.1.4.6. Transparency

Transparency can be an inspiring factor to earn the goodwill of the employees and their support. It can be there in the processes, business, etc. to the extent which supports a positive growth of the organization. The respondents have said that Transparency level in SDDC has been Good by 66.7%, Average by 19% and Very Good by 14.3%.
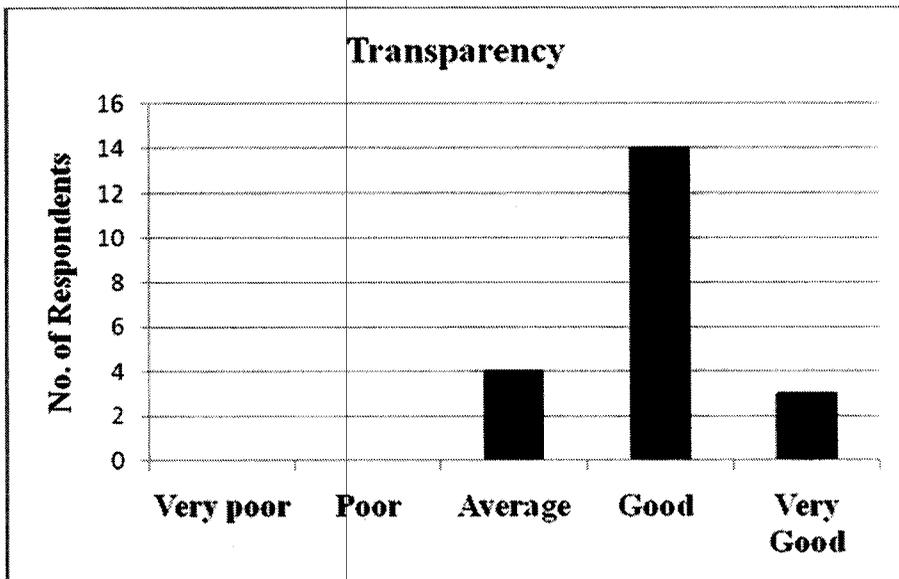
Fig.4.1.4.6.1. Rating for Transparency

The levels seem to be positive and can be maintained in the existing practices. In addition, there can be some additional improvements in exposing more information to the employees.

4.1.4.7. Stress

Stress, being an integral part of the current business scenario owing to stiff competition, should never overshoot to the extent that an employee collapses. Optimum stress levels maximize the output of the employees. 52.4% of the respondents have opted for Good while 38.1% have selected Very good which means that the stress levels are almost in line with the tolerable levels of the employees. Only 9.5% have felt it to be Average. So,there can be a few improvements in optimizing the stress levels of the individuals.
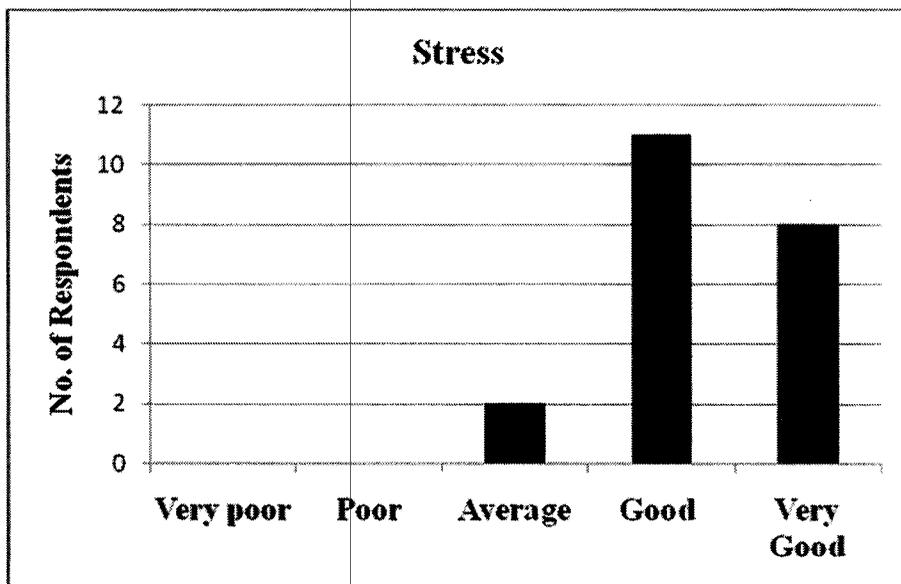
Fig.4.1.4.7.1. Rating for Stress

4.1.4.8. Work life balance

Work is only a part of life which caters to the needs of the other parts of life i.e., Personal, Friends, Family, etc. Every individual should strike a perfect

balance between their Life and Work so as to have a sound mind and happy lifestyle. The organization should provide such adequate space for the employees. The results show that SDDC provides Very good balance by having 52.4% rating and 47.6% stating it as good. Henceforth, it is a good sign which makes the employees have sufficient time towards their personal life.
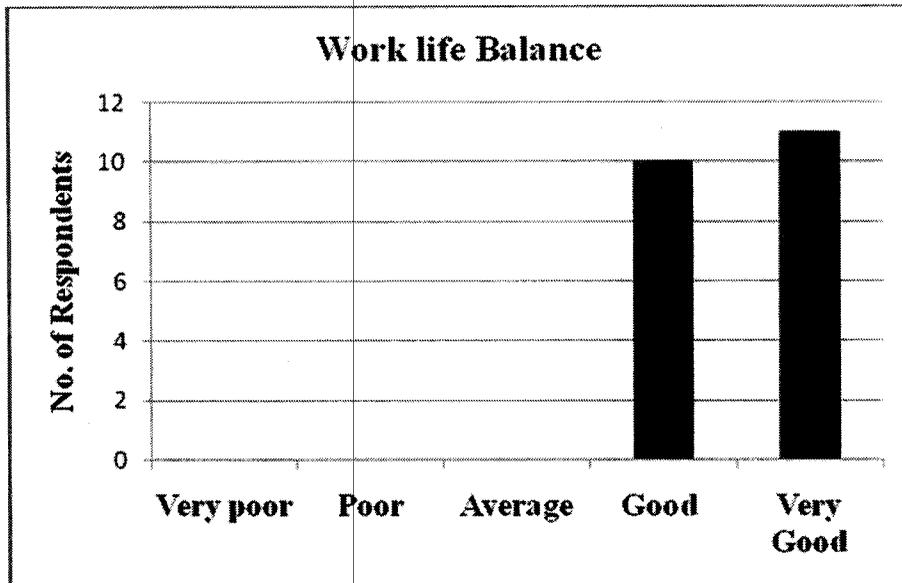
Fig.4.1.4.8.1. Rating for Work life balance

4.1.4.9. Facilities

Other facilities, apart from the basic amenities, are an addon to the employees to earn the respect and support of the employees. Facilities like Food court, Canteen, transportation, etc. facilitate the employees in completing their day inside the organization. 52.3% feel that the facilities provided were Average. 42.9% feel it was Good & 4.8% feel it was Very good. Improvements are certainly to be done as the average rating is 3.52 which can be brough the Good level atleast.
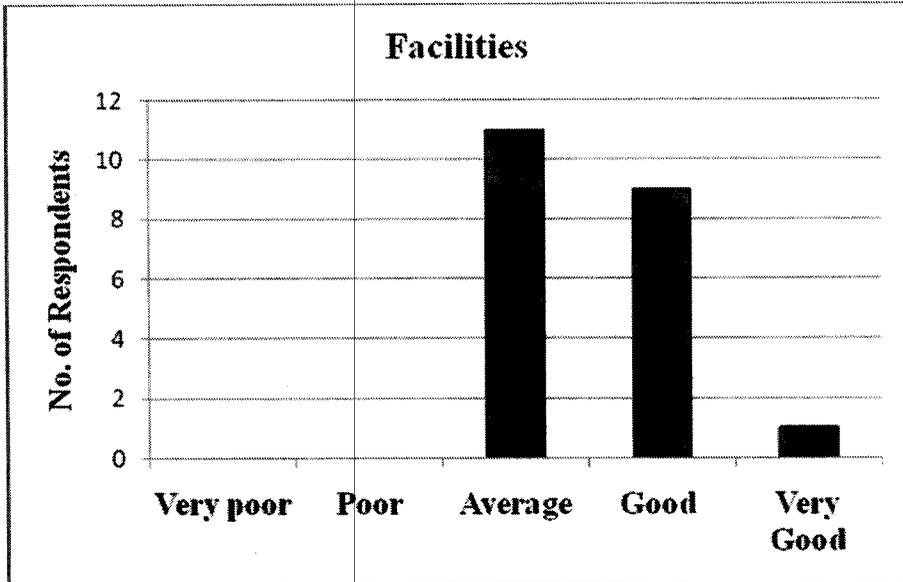
Fig.4.1.4.9.1. Rating for Facilities

The Environmental factors on the whole have an average rating of 4.13 though the minimum individual rating is only 3.10. Hence, some of the environmental factors which are on the lower rating should be addressed to eliminate these factors to become a deciding factor.

4.2. RANKING OF FACTORS BASED ON INFLUENCE

Based on the average score obtained by each factor, the list of factors can be ranked as the most influential to the least influential as shown below in Table 4.2.1. Rank 1 denotes the least score obtained and hence considered as the most influential factor of Attrition. Taking the group of factors as a whole, the influential group has been ranked as 1 based on the average score of the individual factors in it and shown in Table 4.2.2.

The Rewards & Incentives has the lowest score of 3.05 and hence is the most influential factor of Attrition in SDDC, Coimbatore with respect to the sample space taken and the responses obtained. Money related factors have been the major factor with 3.26 average score.

Organizational culture has got the highest rating with an average of 4.71. Hence, it is the least factor for Attrition or it can also be interpreted that it is a factor that tends to retain people. Environmental factors are thus conducive with an average score of 4.13.

Table 4.2.1. Factors with Ranking

Factor		Average Rating	Ranking
Rewards & Incentives		3.05	1
Growth Opportunities		3.10	2
Monetary value of Performance Appraisal		3.10	2
Process of Performance Plan & Performance Appraisal		3.33	4
Basic Salary		3.38	5
Monetary value of Allowances		3.52	6
Other Facilities like Food, Transport, etc.		3.52	6
Motivation		3.62	8
Promotion Process		3.62	8
Relationship with SDDC, Powai		3.71	10
Process of Job rotation		3.86	11
EPDS Process		3.95	12
Transparency		3.95	12
Relationship with Next Superior (NS)		4.00	14
Training & Development		4.24	15
Stress		4.29	16
Appreciation & Recognition		4.33	17
Learning Opportunities		4.52	18
Work-Life balance		4.52	18
Relationship with Immediate Superior (IS)		4.67	20
Job security		4.67	20
Organizational Culture		4.71	22

Table 4.2.2. Factor Group with Ranking

Factor group	Average Rating	Ranking
Money	3.26	1
Method	3.69	2
Man	4.07	3
Environment	4.13	4

4.3. TREND OVER TIME

The analysis & results shown above are derived from the data collected as a whole. The inferences are based on the total rating taken from all the respondents. Since the respondents have left the organization at different instances of time, the year-wise analysis would provide the details of the change in the scenario at SDDC with respect to the factors under analysis. This trend analysis would also provide details on the changes in the reasons for attrition over the years.

4.3.1. Trend of Attrition Rate

The Attrition rate over the past few years in SDDC, Coimbatore is presented below in tabular as well as graphical form. The data shows an unsteady pattern which may be linked with the trend of the industry and opportunities in the market for better offer. The average is 7% over the years taken for the study.

Table 4.3.1.1. Attrition Rate over the years

Year	Attrition Rate in %
2008-09	4.26
2009-10	1.89
2010-11	7.55
2011-12	15.38
2012-13	5.45
2013-14 so far	7.41
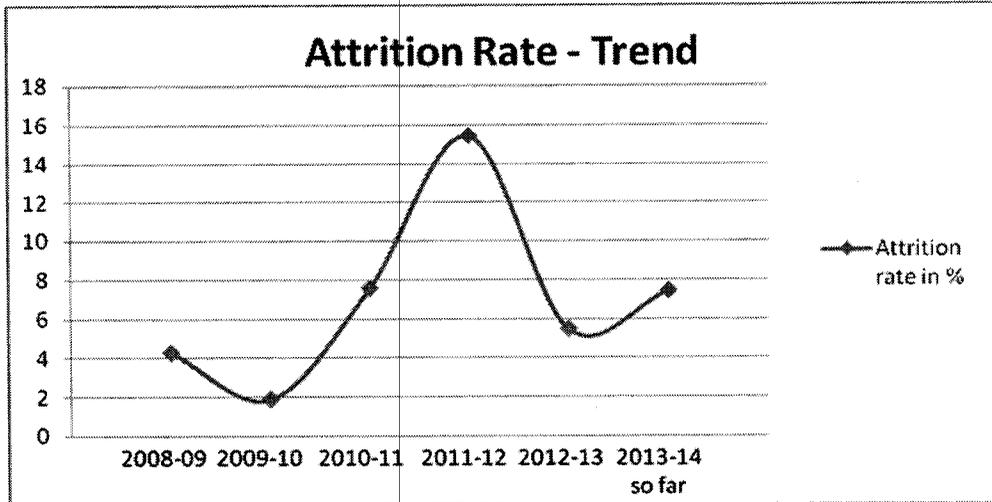
Fig.4.3.1.1. Attrition Rate over the years

4.3.2. Trend of Money related factors

The variation in the 4 factors under the Money category is shown below. The trend indicates that the expectations of the employees over time have not been met and hence there is a fall in the ranking provided by the employees in the recent past as compared to the previous years. As seen already, the money related factors have been the significant reason for attrition which needs to be addressed to retain the employees.
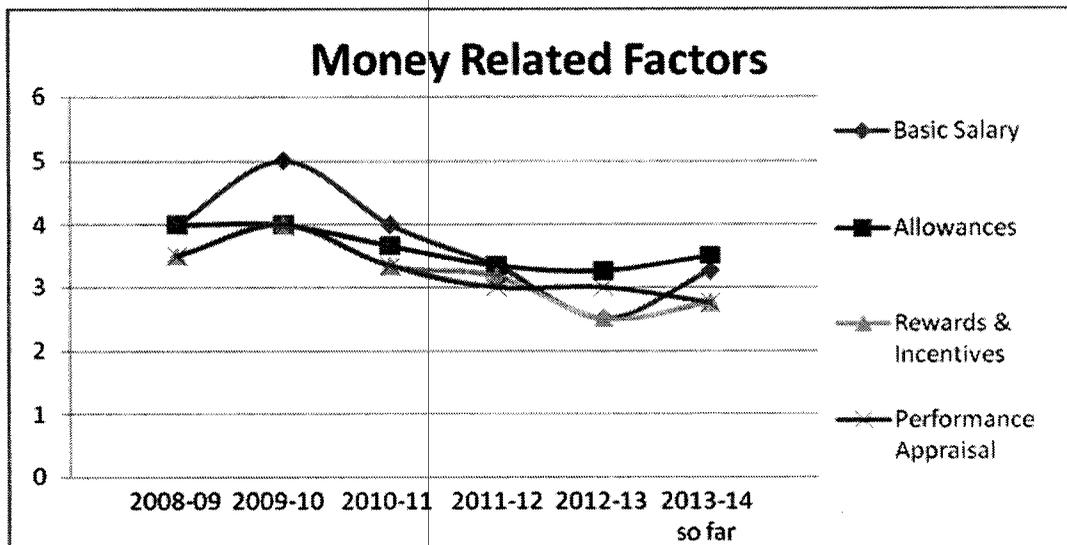
Fig.4.3.2.1. Trend of Money related factors

4.3.3. Trend of Method related factors

Unlike the Money related factors, the Method related factors have almost got a steady rating which implies that the system and the employees' view on it have not changed to a large extent. Only the Performance Plan & Performance Appraisal process has started to go to the bad books of the employees which has been reflected in the lower rating provided in the recent years.
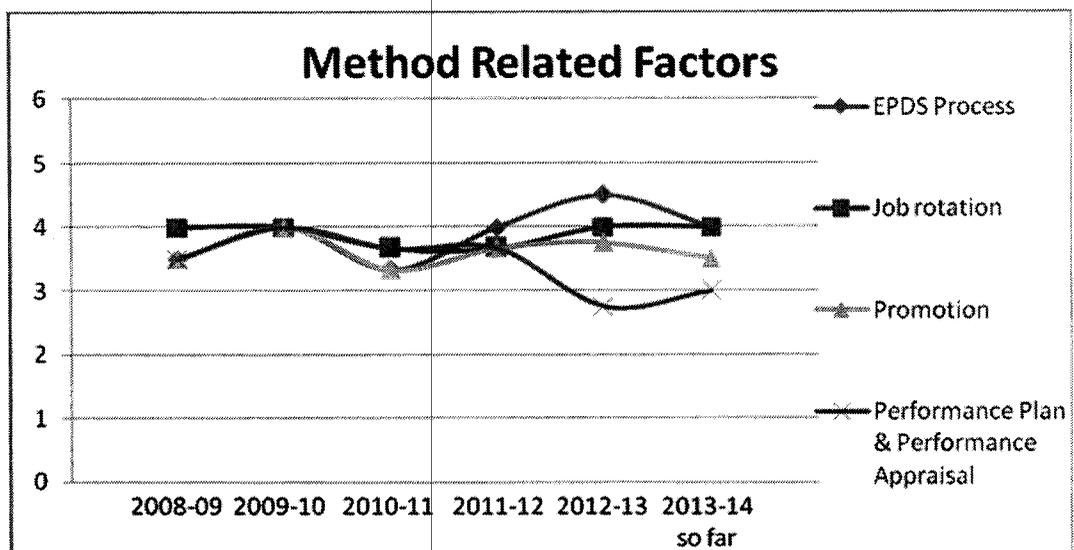
Fig.4.3.3.1. Trend of Method related factors

4.3.4. Trend of Man related factors

The trend of the Man related factors are almost same as that of the Method related factors. The ratings are almost consistent throughout the years with Motivation being an exceptional case. Results indicate that the motivation levels have gone down over the years which need to be taken care to prevent further attrition due to this reason.
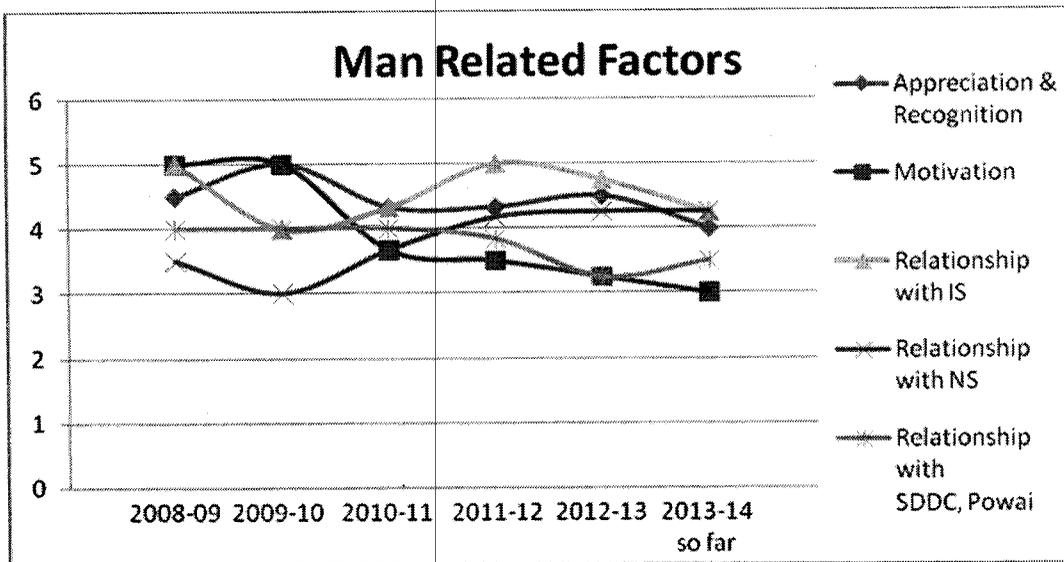
Fig.4.3.4.1. Trend of Man related factors

4.3.5. Trend of Environment related factors

Most of the environmental factors are good as the results convey their rating on high scale over the years. The only exception being the Growth opportunities which has been on the lower end in the average rating for a long period.
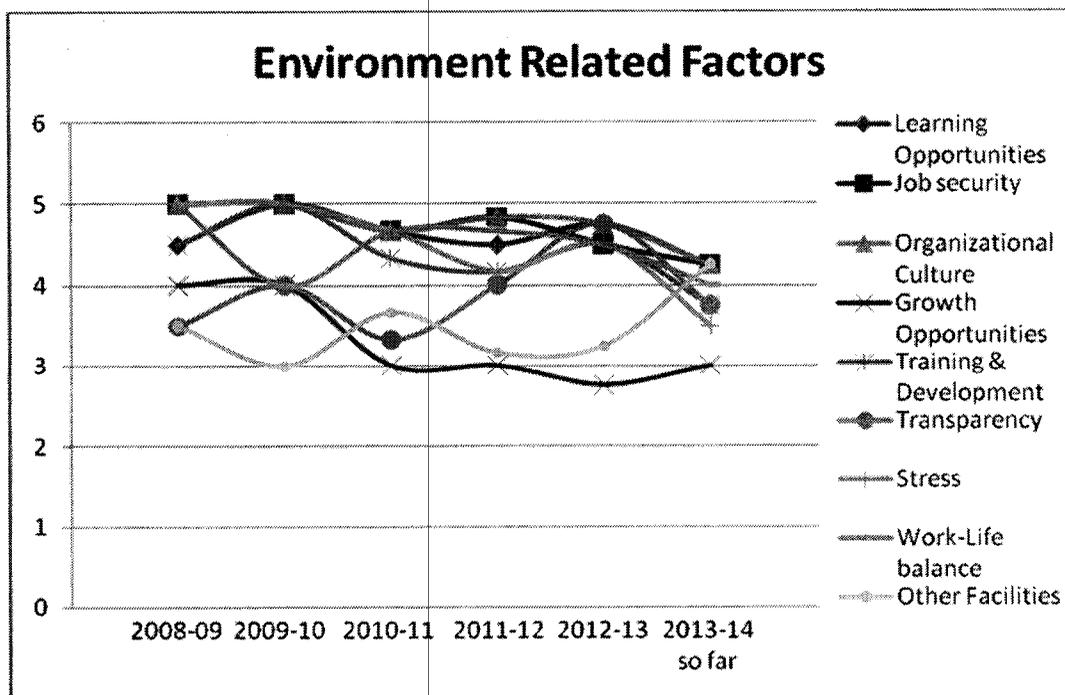
Adequate attention is needed to ensure the right growth opportunities which in turn would also act as a motivation to give out the best.

4.3.6. Trend of Factor groups

When the factors are taken as group to analyse the scenario on a broader aspect, the results show that there has been only a minor impact over time. The difference being that the Money related factors have got down to average score now as compared to a slightly higher score in the past. Whereas the other group of factors have a slight fall in the band of Good Rating. Though some particular factors have a huge fall as seen in the trend of individual factors, the overall rating has got compensated by the improved score of other factors in the group. Since, all factors in Money related aspect have seen a fall; the overall picture also depicts the same.
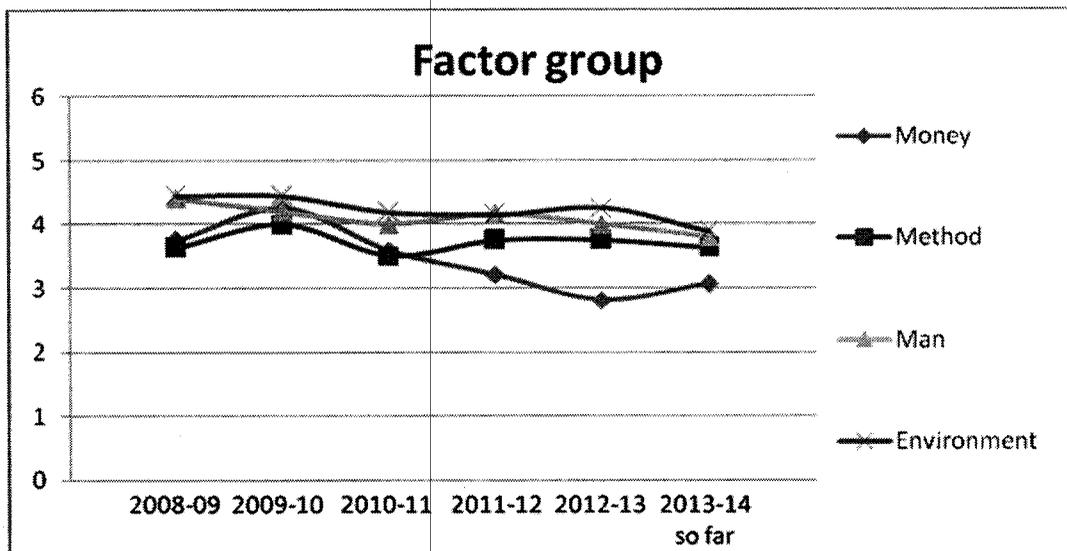
Fig.4.3.6.1. Trend of grouped factors

On the whole, the small and minor ill aspects in any possible form are being the basic drive for a person to move out of the organization. As we see, the ratings have dropped down only by a small scale over the years but still that has become the reason for the attrition so far. Hence, maintaining the same level of anything in terms of Money, Method or Environment is not sufficient to hold the

employees tend to move to move out due to them. Therefore, there should be adequate focus on to leverage all aspects around the employee with respect to the changing requirements to keep the employees intact.

CHAPTER 5

CONCLUSION

5.1. SUMMARY OF FINDINGS

- Money related factors have the major influence on Attrition in the organization.

- Growth Opportunities and Process of PP & PA also have higher influence compared to the other factors in the group as well as on the whole.

- Trend shows that there are a very few improvements on all the factors and hence seems to have not changed over the years in the organization.

- The Organization is very well respected and nothing is deemed to be worst as there has not been even a single response with the rating of 1.

- Majority of the respondents have rated almost all the factors as average and above average which implies that the Organization has to only improve a bit further to create a highly conducive atmosphere to the employees.

- All the employees who have left the organization and acts as respondents to the survey were under 30 years of age while leaving the organization. With most of them falling under below 25 years of age, it is very clear that only young professionals have moved out to the other organizations.

- Most of the employees who have left the organization have joined in the competitor concerns under the same industry and job profile which shows that the employees have not left the job without interest on it.

- All the employees who have left the organization in the past few years taken into the study were in the Executive Cadre while they resigned. Also, almost all of them have joined as an Engineer Trainee i.e. as a fresher in SDDC, Coimbatore.

- The average experience that the employees had at SDDC before they

5.2. SUGGESTIONS & RECOMMENDATIONS

- Salary structure, Rewards, Incentives and Performance Appraisal needs to be revised to satisfy the expectations of the employees. This can be decided by studying the industry standards and benchmarking on the same.

- Adequate opportunities and awareness on the growth path of the employees in the organization to be created. This should also match with the expectations of the employees and in line with the industry standards.

- Improvement on the facets like Motivation among employees, certain processes & systems, facilities to the employees are also to be made as the results show that there are no major actions initiated on the same to improve the working environment.

- All the suggestions above are case specific and based on the results of the survey. The HR department can do an independent analysis to reiterate the same and plan the retention strategies.

5.3. CONCLUSION

Though an organization is fit in all aspects to work, there is scope for further improvement in every aspect related to the employees. Similar to the business strategy of providing "Customer Delight" which was "Customer Satisfaction" earlier, the Employees should also be delighted to work rather than just satisfied. Since there are many opportunities open in the market, employees do tend to move frequently to scale up their career. To prevent such loss of manpower, the scenario in the organization should be highly conducive and best in the industry so that even an offer from the competitors would be less worthy than the current position and role.

The data shows that no employee has left the organization for the reason that they did not like the work or responsibility or industry. Hence, improvements can be easily done to retain the employees in the near future.

5.4. DIRECTIONS FOR FUTURE RESEARCH

The pattern or trend of the attrition rate has been unsteady and does not follow a certain path. Hence, further study can be undertaken to check the market/industry conditions during the high & low levels of attrition as market demands also influence the attrition levels in the organization over a short term.

Further, similar study can be extended to any industry or organization by changing the factors according to the scenario of each case. The Ishikawa diagram can be used to bring out the influential factors for any topic that is taken for study.

APPENDIX – 1

Survey Questionnaire

Dear Sir/Madam,

This Survey is taken to analyse the factors that influence the Attrition level at SDDC, Larsen & Toubro Limited, Coimbatore. As you were a part of SDDC in the past, your responses would highly reflect the true reasons for the Attrition in SDDC over the years. Kindly spare a few minutes of your valuable time in answering the Questionnaire below.

Note: All the personal data & response/answers provided by you for this survey will be kept highly confidential. Your identity will never be revealed & hence request you to choose the most appropriate response honestly without any bias.

Personal Details

Name   :

Initials (as used in SDDC)   :

Gender (Male / Female)   :

Date of Birth (Atleast Month & Year)   :

Marital status   :

Date of Joining SDDC (Atleast Month & Year)   :

Date of Leaving SDDC (Atleast Month & Year)   :

Total Experience   :

Designation while joining SDDC   :

Designation while leaving SDDC   :

Education while joining SDDC   :

Education while leaving SDDC   :

Current Education   :

Company joined &

Designation after leaving SDDC   :

Please rate the following with respect to SDDC, Coimbatore in the Scale of 1 to 5 based on your experience.

Rating	1	2	3	4	5
Remark	Very Poor	Poor	Average	Good	Very Good

Description   Rating

1. Basic Salary   :

2. Monetary value of Allowances   :

3. Organizational Culture   :

4. Opportunities to grow within the Organization   :

5. Personal Relationship & Interaction with,

     5.1.   Immediate Superior (IS)   :

     5.2.   Next Superior (NS)   :

     5.3.   SDDC, Powai   :

6. EPDS Process & extent of its implementation   :

7. Process of Job rotation   :

8. Rewards & Incentives   :

9. Other Facilities like Food, Transport, etc.   :

10. Opportunities to learn new things   :

11. Feeling of Job security while working   :

12. Process of Performance Plan & Performance Appraisal   :

13. Monetary value of Performance Appraisal   :

14. Training & Development   :

15. Appreciation & Recognition of Achievements   :

16. Motivation to achieve more   :

17. Fairness in process of Promotion   :

18. Transparency between Employees & Management   :

19. Stress levels during execution of project   :

20. Work-Life balance   :

Most Prominent reasons that made you resign from SDDC:

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Thank You for spending your valuable time to support the survey.

APPENDIX – 2

Survey Response - Consolidated

1. Basic Salary	5	4	4	4	4	4	4	4	3	3
2. Monetary value of Allowances	4	4	4	4	3	4	4	3	4	4
3. Organizational Culture	5	5	5	4	5	5	5	5	5	4
4. Opportunities to grow within the Organization	4	4	4	3	3	3	3	3	3	3
5. Personal Relationship & Interaction with,										
i. Immediate Superior (IS)	4	5	5	4	5	5	5	4	5	5
ii. Next Superior (NS)	3	4	3	3	4	4	4	4	4	4
iii. SDDC, Powai	4	4	4	4	4	4	4	4	4	4
6. EPDS Process & extent of its implementation	4	3	4	3	4	4	4	3	4	4
7. Process of Job rotation	4	4	4	3	3	4	5	4	4	3
8. Rewards & Incentives	4	4	3	3	3	4	3	3	3	3
9. Other Facilities like Food, Transport, etc.	3	3	4	3	3	4	3	4	4	3
10. Opportunities to learn new things	5	5	4	4	5	5	4	5	4	4
11. Feeling of Job security while working	5	5	5	4	5	5	4	5	5	5
12. Process of Performance Plan & Performance Appraisal	4	4	3	3	4	4	3	4	3	4
13. Monetary value of Performance Appraisal	4	4	3	3	3	3	3	4	3	3
14. Training & Development	5	5	4	4	4	5	4	4	4	4
15. Appreciation & Recognition of Achievements	5	4	5	4	4	5	4	4	4	5
16. Motivation to achieve more	5	5	5	3	3	4	4	4	4	4
17. Fairness in process of Promotion	4	4	3	3	4	3	3	4	4	3
18. Transparency between Employees & Management	4	3	4	3	4	4	4	3	4	4
19. Stress levels during execution of project	5	5	5	4	4	5	4	5	4	4
20. Work-Life balance	4	5	5	4	5	5	4	5	5	5

(Continued.)

1. Basic Salary	2	4	3	3	3	2	2	3	4	3	3
2. Monetary value of Allowances	3	3	4	3	3	3	3	3	4	4	3
3. Organizational Culture	5	5	5	5	4	5	5	5	4	4	4
4. Opportunities to grow within the Organization	2	3	3	4	3	3	2	3	3	4	2
5. Personal Relationship & Interaction with,											
i. Immediate Superior (IS)	5	5	5	5	4	5	5	5	4	4	4
ii. Next Superior (NS)	5	4	5	4	4	4	4	4	4	4	5
iii. SDDC, Powai	3	4	4	4	4	3	2	2	4	4	4
6. EPDS Process & extent of its implementation	4	4	5	4	5	4	4	4	5	4	3
7. Process of Job rotation	4	3	4	4	4	4	4	4	5	4	3
8. Rewards & Incentives	3	3	3	4	3	2	2	3	3	3	2
9. Other Facilities like Food, Transport, etc.	4	3	3	3	3	4	3	4	5	4	4
10. Opportunities to learn new things	5	5	5	4	5	5	4	4	4	5	4
11. Feeling of Job security while working	5	5	5	5	5	4	4	3	5	5	4
12. Process of Performance Plan & Performance Appraisal	3	4	4	4	3	2	2	2	3	4	3
13. Monetary value of Performance Appraisal	3	3	4	3	4	2	2	3	3	3	2
14. Training & Development	4	4	5	5	4	4	5	4	4	4	3
15. Appreciation & Recognition of Achievements	5	4	4	4	5	5	4	4	4	4	4
16. Motivation to achieve more	3	3	3	4	4	3	3	2	3	4	3
17. Fairness in process of Promotion	4	4	4	4	4	4	3	3	4	4	3
18. Transparency between Employees & Management	4	4	5	4	5	5	4	4	4	4	3
19. Stress levels during execution of project	5	4	4	4	5	5	4	4	3	4	3
20. Work-Life balance	5	5	5	4	4	5	4	4	4	4	4

Note: The Names of the respondents have not been disclosed here to maintain

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