



A STUDY ON EMPLOYEE'S PERCEPTION TOWARDS THE REASONS FOR ATTRITION IN KESHAV EXPORTS

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Abstract: Employees are the most valuable assets of an organization. It is they who add value to the organization in terms of quantity and quality as well. Therefore, it is indispensable to maintain a permanent and promising workforce; which over the years has become a tough task for employers and thereby increased attrition in the organizations. This research paper is an attempt to find out the causes of attrition from different dimensions. It undertakes the effect of the same on employer and employee both. Following this, some strange reasons for attrition have been discussed in this regard. The positive side of attrition has also been discussed upon. Role of leadership styles in controlling attrition has been undertaken in the paper.

Keywords: Employee attrition, Logistics management, operation management, supply chain management, shipping

INTRODUCTION:

A key success factor in starting any export company is clear understanding and detail knowledge of products to be exported. In order to be a successful in exporting one must fully research its foreign market rather than try to tackle every market at once. The exporter should approach a market on a priority basis. Overseas design and product must be studied properly and considered carefully. Because there are specific laws dealing with international trade and foreign business, it is imperative that you familiarize yourself with state, federal, and international laws before starting your export business.

Price is also an important factor. So, before starting an export business an exporter must consider the price offered to the buyers. As the selling price depends on sourcing price, try to avoid unnecessary middlemen who only add cost but no value. It helps a lot on cutting the transaction cost and improving the quality of the final products.

Evolution and growth of logistics industry in India

The logistics sector in India has always been about resilience, adapting to new technologies and agility. It has had a tumultuous yet promising journey over the last couple of decades, with continuously growing demand for higher quality services. In the recent years, the Indian government has had a renewed focus on investing into logistics infrastructure in the country, while at the same time encouraging investments from the private sector as well. This has led to much better rail connectivity & road networks and increase in the number of ports, inland container depots, and warehousing services throughout the country.

OBJECTIVE OF STUDY

- ▶ To examine the reasons for attrition among the existing employees.
- ▶ To find whether the perceptions towards the job work related factors within the employees has resulted in better way.
- ▶ To find out that the company is having a good reputation among the employees.

Review of literature:

Shivani Mishra (2013) has studied on the study carried out is for shipping industry of Kutch, Gujarat. The purpose of the study is to analyse the turnover and the commitment to identify several domains of organization, human resource practices and other like employee characteristic and environmental factors, which may have a positive or negative impact on employee intention to stay with an organization. Ade Abdulquadri, Bilau, Musibau Akintunde Ajagbe (2015) has analysed the issue of employee turnover has raised burden in the construction industries which effects productivity. It was mentioned that only few resources have been used in recruiting, training and developing the employees, due to which they leave for other organizations. Their research was aimed at determining the impact of employee's turnover rate in small and medium construction firms in Nigeria. Shine David (2015), has articulated that the employees working in various cities of India (Mumbai, Pune, Bangalore, Delhi and Indore) to analyse the case of attrition. Samples were collected with 21 factors/items which resulted in 5 factors. Findings of the study suggest that organisational culture, working conditions, career growth opportunities, work pressure and mutual trust. The conclusion that was provided was employee friendly organisational culture with positive working conditions, low pressure and higher opportunities for career growth. Venkata Naga Manjula, (2013) state that idea of the objective of the study is to understand the growth of shipping sector in India. The study in the shipping Industry is to understand and gauge the attrition rate, its intensity and make a causal analysis, to design strategy to stabilise the sector by suggesting mitigating the attrition. Gayatri Negi (2013), stated that the study explains that the attrition rate is inevitable but manageable cause its, hard to provide permanent and promising workforce. This research shows the cause of attrition from various point of view and what are the effects for both the employer and employee. It also gives us a view on the positive side of the attrition and the role of leadership skills in controlling attrition. Deepa and Stella (2012) in their analytic research on "Employee turnover in the IT industry with special reference to Chennai city", spotlighted a numeral component which endow to workman yield. Head count, establishment's accomplishment, establishment's ethnicity (regarding its award system, directorship, common objectives etc.), workmen distinctive features (such as enthusiasms modification in peculiar life, employment opportunities etc.), job attributes, idealistic assumptions are the components that are regarded to increase workman turnover in the IT industry.

Research Methodology

The present paper is an initiative in understanding the employees, perception towards the reasons for attrition in Keshav exports. The focus of this article to understand customer's preference towards the factors influencing the reasons for attrition. It is the employees who decide the reason for leaving the company, and the reason may differ and vary from employee to employee. The research focuses on the major factor of reasons for the attrition. a sample of 155 respondents is considered for the purpose of research to understand the reasons for attrition. The major objective of the study is, to examine the reasons for attrition among the existing employees, and to find whether the perceptions towards the job work related factors within the employees has resulted in better way, and finally to find out that the company is having a good reputation among the employees. The area of the study is Chennai city. Descriptive sampling method is used for collection of data. Secondary data has also been used for the present study which has been collected from various annual reports and journals. The secondary data has been utilized to analyse the current scenario in the field of employee attrition. Hence the methodology adopted had tried to understand the extent to which the variables considered in the study are influential in enhancing employee attrition tendency among the employees.

Data Analysis and Findings

Table 1.1 Respondence perception towards the job-related aspects influencing the employee attrition in our organization

Particulars	Highly influential	Percentage	Influential	Percentage	Neutral	Percentage	Not influential	Percentage	Highly not influential	Percentage
Working hours	31	20.00%	64	41.29%	35	22.58%	18	11.61%	7	4.52%
Work load	21	13.55%	69	44.52%	40	25.81%	19	12.26%	6	3.87%
Company policy and procedure	21	13.55%	59	38.06%	49	31.61%	20	12.90%	6	3.87%
Transparency in work	19	12.26%	51	32.90%	49	31.61%	29	18.71%	7	4.52%
Distribution of work load	18	11.61%	53	34.19%	51	32.90%	23	14.84%	10	6.45%
Recognition at workplace	19	12.26%	54	34.84%	54	34.84%	21	13.55%	7	4.52%
Role in decision making	21	13.55%	52	33.55%	56	36.13%	20	12.90%	6	3.87%

From the study table it is inferred that it is represented that which of the factors or influencing the employees attrition in organization Working hours highly influence 20% highly not influence 4.2% influence 41.29% neutral 22.58% not influence 11.61%. Workload highly influence 13.5% highly not influence 3.87% influence 44.52% neutral 25.81% not influence 12.26%. Company policy and procedure highly influence starting point 55% highly not influence 3.87% influence 38.06% neutral 30.6% not influence 12.90%. Transparency in work highly influence 12.26% highly not influence 4.2% influence 32.90% neutral 31.6% not influence 18.71% Distribution of workload highly influence 7.61% highly not influence 6.45% influence 34.19% neutral 32.90% not influence 14.84%. Recognition At workplace highly influence 12.26% highly not influence 4.52% influence 34.84% neutral 34.84% not influence 13.5%.

Table 1.2 Respondence perception towards the financial and non-financial benefits influencing

Particulars	SA	Percentage	A	Percentage	N	Percentage	DA	Percentage	SD	Percentage
Salary	45	29.03%	27	17.42%	7	4.52%	62	40.00%	14	9.03%
Incentives	39	25.16%	34	21.94%	8	5.16%	64	41.29%	10	6.45%
Extra benefits	40	25.81%	27	17.42%	14	9.03%	59	38.06%	15	9.68%
Insurance benefits	38	24.52%	34	21.94%	11	7.10%	48	30.97%	24	15.48%
On time Promotion	40	25.81%	34	21.94%	9	5.81%	39	25.16%	33	21.29%
Bonus and allowances	35	22.58%	38	24.52%	8	5.16%	45	29.03%	29	18.71%

Based on the employee perception towards the employee attrition it is inferred that the we can see that financial and non-financial benefits are more influence in employee attrition in our organization. Salary agreed 17.42% disagreed 40% neutral 4.52% strong 30% strongly disagree 9%. Incentives agree 21.94% discharge read 41.29% neutral 5.16% strongly agree 25.16% strongly disagree 6.45%. Extra benefits agreed 17.42% disagree 38.06% neutral 9.03% strongly agree 25.8% strongly disagree 9.68%. Insurance benefit agree 21.94% disagree 30.97% neutral 7.1 0% strongly agree 21.52% strongly disagreed 15.48%. On time promotion agreed 21.94% disagree 25.19% neutral 5.81% strongly agree 25.81% strongly disagree 21.28% On time promotion agreed 21.94% disagree 25.19% neutral 5.81% strongly agree 25.81% strongly disagree 21.28%.

CHI SQUARE TEST:**Age *Work load**

(HO) Null hypothesis: There is no significance difference between age and employee perception that workload are the factors that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between age and employee perception that are the factor that influence the reason for attrition.

Crosstab

Expected Count

		Work_load					Total
		1.00	2.00	3.00	4.00	5.00	
Age	1.00	3.4	10.9	23.0	39.6	12.1	89.0
	2.00	2.4	7.5	15.7	27.2	8.3	61.0
Total	3.00	.2	.6	1.3	2.2	.7	5.0
		6.0	19.0	40.0	69.0	21.0	155.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.930 ^a	8	.001 .001 .051
Likelihood Ratio	27.638	8	
Linear-by-Linear Association	3.823	1	
N of Valid Cases	155		

- a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .19.

Interpretation: Since the p-value is less than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is a significant difference between the age and work load at one time and the factor that influence the reason for attrition.

Work experience * Salary

(HO) Null hypothesis: There is no significance difference between work experience and salary at one time and factor that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between work experience and salary at one time and factor that influence the reason for attrition.

		Salary					Total
		1.00	2.00	3.00	4.00	5.00	
Work_experience	1.00	6.1	26.8	3.0	11.7	19.5	67.0
	2.00	5.1	22.8	2.6	9.9	16.5	57.0
	3.00	2.1	9.2	1.0	4.0	6.7	23.0
	4.00	.6	2.8	.3	1.2	2.0	7.0
	5.00	.1	.4	.0	.2	.3	1.0
Total		14.0	62.0	7.0	27.0	45.0	155.0

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	82.854 ^a	16	.000
Likelihood Ratio	71.099	16	.000
Linear-by-Linear Association	26.890	1	.000
N of Valid Cases	155		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .05.

Interpretation: Since the p-value is less than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is a significant difference between the work experience and salary at one time and the factor that influence the reason for attrition.

Work_experience * Incentives

(HO) Null hypothesis: There is no significance difference between work experience and incentives at one time and factor that influence the reason for attrition

(H1) Alternative hypothesis: There is significance difference between work experience and incentives at one time and factor that influence the reason for attrition

Crosstab

Expected Count

		Incentives					Total
		1.00	2.00	3.00	4.00	5.00	
Work_experience	1.00	4.3	27.7	3.5	14.7	16.9	67.0
	2.00	3.7	23.5	2.9	12.5	14.3	57.0
	3.00	1.5	9.5	1.2	5.0	5.8	23.0
	4.00	.5	2.9	.4	1.5	1.8	7.0
Total	5.00	.1	.4	.1	.2	.3	1.0
		10.0	64.0	8.0	34.0	39.0	155.0

a. 16 cells (64.0%) have expected count less than 5. The minimum expected count is .05.

Expected Count

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	68.065 ^a	16	.000
Likelihood Ratio	69.375	16	.000
Linear-by-Linear Association	24.018	1	.000
N of Valid Cases	155		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .09.

Interpretation: Since the p-value is less than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is a significant difference between the work experience and incentives at one time and the factor that influence the reasons for attrition.

FINDINGS

From the above table it is inferred that the majority of the respondents are 20 to 30 age group, and are male with 68.39% and are married with 75.48% and have studied with 12th standard with 40% and 10th standard with 25.81% respectively, also with the highest experience of 6 years 83 individuals which is 53.33% and less than 3 years is 67 individual which is 47.33% and also majority in the packaging department is 70 people that is 45.16% and also Workload influence which is 69 individuals responded and 44.52% is the majority high number with Incentive with disagreed response of 64 which is 41.29% is the high value

SUGGESTION

Organization should have pro-active retention strategies to retain the employees. And also Providing opportunities for learning by constantly upgrading the skills of employees, also the organization can look provide excellent technologies and tools to reduce stress thereby decreasing the level of attrition. Providing opportunities for learning by constantly upgrading the skills of employees. With The organization can look provide excellent technologies and tools to reduce stress thereby decreasing the level of attrition. Enhancing training programs to develop their skills and knowledge, Managing the expectation of the employees is the key to retain them. The organization can enhance the reward and

recognition programs for employees to portray their valuable support and contribution. With Setting up feedback mechanism can help in perceiving the expectations of the employee which in return can be used to fulfil the needs of the employee. Finally, the organization should focus on employee satisfaction from time to time to develop strategies to retain them to employees is leaving the organization. This can help in developing strategies to retain other employees. Engaging employees over and beyond their day-by-day job and ensure that their insecurities and vulnerabilities are addressed appropriately.

CONCLUSION

From the research, we have identified the reason and expectation of the employee. The Organizations need to build their own motivation system like reward and recognition program based on employee's perspective to retain them for a long tenure. And Employees need manageable work load and stress from superiors and management, and opportunities for growth and innovation, Good income and benefits will retain employees for a long period of time. Training programs can be conducted to increase the skill development of employees that lead to promotion and employee engagement. And also Organizations can reduce the employee attrition to some extent but cannot eradicate completely due to employees' individual needs.

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