

Employee Retention And Attrition In Garment Industries

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Abstract - Employee retention is a process in which the employees are encouraged to remain with the organization for long time. The retention is beneficial for both employee and employer. Each and every employee is different from others. They are having good opportunities for their better career. Once the employee is dissatisfied they will switch over to the next opportunity. So, employer should know how to satisfy their employee and retain them. Employees comprise the most vital assets of the company. In the study Employees are satisfied with their career development in the organization. It is observed that employees paid much attention to the work load, working environment and their career, the change in these factors may influence their retention. About 39% of respondent are working for the motivation. Management needs to focus on training program as it must be linked with the career development. It should help in balancing their work life. Management should provide better infrastructures to do their job. Once in a while the management has to redefine the pay. Gives them a mentor for improving and developing new skills

1.INTRODUCTION

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. He to retain employees is one of the biggest problem that plague companies in the competitive marketplace. Not too long ago, companies accepted the “revolving door policy” as of doing business and were quick to fill a vacant job with another eager candidate. Nowadays, business often find that they spend considerable time, effort, and money to train an employee to have them develop into a valuable commodity and leave the company for greener pastures. In order to create a success full company, employers should consider as options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they have less of a desire to leave in the future.

MEANING

Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Corporate is facing a lot of problem in employee retention these days. Hiring knowledgeable people for this job is essential for an employer. But retention is even more important than hiring. There is no death of opportunities for talented person. There are many organizations which are looking for such employees. If a person is not satisfied by the job he’s doing, he may switch over to some other more suitable job. In today’s environment it becomes very important for organizations to retain their employees.

Why is retention so important? Is it just to reduce the turnover costs? It’s not only the cost incurred by a company that emphasizes the need of retaining employees but also need to retain talented employees from getting poached. The process of employee retention will benefit an organization in the following ways

- The cost of Turnover
- Loss of company Knowledge
- Interruption of customer service & Turnover leads to more turnovers
- Good will of the company & Regaining efficiency

EMPLOYEE RETENTION TOOLS

Hiring individuals who are truly fit to success in the position for hire will dramatically increase the chance of that employee being satisfied with his or her work and remaining with the company for extended period of time. By fare, we have found this to be the biggest predictor of future employee retention. The tools used to retain the employees are

- Communication has become so heavily stressed in the work place that it almost seems cliché. Communicate any new company policies or initiatives to all employees to be sure that everyone is on the same page. Nobody wants to feel that they are being left out of the loop.
- Include employees in decision making. Allow team members to share their knowledge with others:
- Shorten the feedback loop, Balance work and personal life. Provide opportunities for growth and development:
- Best employee reward programs, Career development program, Performance based bonus, Employee referral plan.
- After successful completion of a specified period of time in an organization rewarding employees with money or position gives recognition and satisfaction to them.
- Employee recreation i.e Involvement of top management along with the lower and middle level management in some recreational activities makes the employees feel that they are very close to the management and are treated equality.

- Creation of an environment that demands accountability and transparency helps employees to feel that they are as superiors. This helps in emotional bonding of the employees.
- Conducting regular surveys, feedbacks from superiors as well as other issues like morale, development plans, etc. this make them feel important and understand that the company really cares for them.

II OBJECTIVE OF THE STUDY

- To assess the retention strategies of a private textile company
- To study the impact of job satisfaction, selection & training, compensation, recognition & work life balance on employee retention.
- To suggest measures that improves employee retention.

III SCOPE OF THE STUDY

The study provides valuable information to the management to take necessary steps to prevent the employee turnover and can achieve more production by fulfilling their expectations. The present study as made attempt to measure the employee expectations and how they feel about their current jobs in ANNAI APPARELS

IV REVIEW OF LITERATURE

By representing the organization realistically, a department will attract those who will be content working within the culture (Marx, 1995). Denton (1992, p.47) follows this up by stating that, “the better the match between recruits and the organization the more likely you are to retain them.”

Lynn (1997) believes that you must take time during the hiring process to make wise decisions. The employer must be candid about the working conditions, responsibilities, Opportunities and other details to reduce the chances of making hiring mistakes. Taylor and Cosenza (1997) strengthen this thought by noting that it is imperative that companies give prospective respondents a true picture of the organization, if they hope to match the personality type with the climate and culture of the organization. The literature was clear in pointing out that if departments want to increase retention they must start with a solid recruiting process.

The literature revealed that communication must begin early in the employer/employee relationship. Organizational values and culture must be made clear to all respondents and their importance within the organization must be continually emphasized. In general people think that money and benefits or lack thereof, are the main reasons people leave their jobs, but this is not the case. While compensation and benefits may be a key factor in the final decision-making process, a money shortage is usually not what causes people to look in the first place (Mendonsa, 1998).

Although traditional benefits such as vacation and health are still important, today’s workers are also looking for more non-traditional benefits. Benefits such as flexible work hours, availability of childcare tuition assistance programs and discounts on services now top the list of desired benefits (Denton, 1992).

In the same bases, Mark Parrott (2000), Anderson and Sullivan (1993) and Rust and Zahorik (1993) believe that, there is a straight line linking employee satisfaction and customer satisfaction. Thus, high satisfaction has been associated to retention of both customers and employees. The literature of employee retention clearly explain that satisfied employees who are happy with their jobs are more devotion to doing a good job and vigorous to improve their organizational customers satisfaction (Hammer 2000; Marini 2000; Denton 2000).

V RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem. It may be understood as a science of studying how research is done scientifically. The researcher may be defined as “Careful critical enquiry of examination in seeking facts or principles in order to as a certain some of them”. The research process consists of number of selected steps that are essentially inter-dependent.

Descriptive Research technique is adopted to undergo the study. Descriptive research includes a survey and fact finding enquiries of different kinds. The major purpose of this research is description of the state of affairs as it exists at present.

Non probability sampling techniques method was used because the range of sampling could not be found. Convenience sampling is used for the study. Primary data were collected from the respondents using a questionnaire which contains two section Demographic Profile & Factors determining level of satisfaction and Secondary data is collected. A sample of 100 respondents has been taken for the study.

VI STATISTICAL TOOLS:

PERCENTAGE ANALYSIS

Percentage analysis is applied to create a contingency table from frequency distribution and represent a collected data for better understanding. It deals with the number of respondents to particular questions percentage arrived from a total population selected for the study.

DEMOGRAPHIC PROFILE

S.no	Variables	Classes	Percentage
1.	Age	15-25	15.0
		25-35	50.0
		35-45	35.0
2.	Gender	Male	53.0

		Female	47.0
3.	Qualification	School (or) Below under Graduate Post Graduate Others	10.0 60.0 18.0 12.0
4.	Marital Status	Married Unmarried	70.0 30.0
5.	Job Experience	0-2 2-4 4-6 6-8	37.0 42.0 16.0 5.0
6.	Monthly Income	5000-10000 10001-20000 20001-30000	26.0 50.0 24.0

The above table reveals that 50% of the respondents are in the age group of 25-30, & shows that 53% of the respondents are male. It reveals that the majority of the respondents 60% of the respondents are from UG and 70% of the respondents are married. The 42% of respondents are 2-4 years of experience & 50% of them are getting salary of 10001-20000.

CHI-SQUARE: In order to find the relationship between various factors and level of job satisfaction, chi-square test was used and the result of the test is shown below.

Chi-square for gender and Work life balance

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.558 ^a	3	.313
Likelihood Ratio	4.328	3	.228
Linear-by-Linear Association	.355	1	.551
N of Valid Cases	100		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .94.

Pearson chi-square value is .313 which higher than a significance value .05. So null hypothesis is accepted and alternative hypothesis is rejected. There is no relationship between gender and Work life balance

Gender * Level of earnings Cross tabulation

Count

		Level of earnings			Total
		Highly Satisfied	Satisfied	Neutral	
Gender	Male	4	44	5	53
	Female	11	26	10	47
Total		15	70	15	100

Chi-square for gender and level of earnings

It is inferred that Pearson chi-square value is .010 which lower than a significance value .05. So null hypothesis is rejected and alternative hypothesis is accepted. There is relationship between gender and level of earnings.

Chi-square for qualification and work load

Shows a Chi-Square Tests for qualification and workload

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.743 ^a	9	.003
Likelihood Ratio	30.267	9	.000
Linear-by-Linear Association	.005	1	.945
N of Valid Cases	100		

a. 10 cells (62.5%) have expected count less than 5. The minimum expected count is .20.

It is inferred that pearson chi-square value is .003 which less than a significance value .05. So null hypothesis is rejected and alternative hypothesis is accepted. There is significance relationship between qualification and work load

ONEWAY ANOVA: Anova is a collection of statistical modules and their associated estimation procedures (such as the "variation" among and between groups) used to analyze the difference among group means in a sample.

To test Anova for gender and work life balance

Ho: There is no significance relation between Gender and work life balance

H1: There is no significance relation between Gender and work life balance

ANOVA FOR GENDER AND WORK LIFE BALANCE

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.886	3	.295	1.180	.321
Within Groups	24.024	96	.250		
Total	24.910	99			

From Anova Turkey, obtained value is .327 is higher than a significance value which .05 so null hypothesis is accepted and alternative hypothesis is rejected. There is no significance relationship between gender and work life balance.

To test Anova for qualification and level of earnings.

Ho: There is no significance relation between qualification and level of earnings

H1: There is no significance relation between qualification and level of earnings

ANOVA for qualification and level of earnings

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.873	2	.437	.366	.695
Within Groups	115.767	97	1.193		
Total	116.640	99			

From Anova Turkey, obtained value is .695 is higher than a significance value which .05. So null hypothesis is accepted and alternative hypothesis is rejected. There is no significance relationship between qualification and level of earnings.

VII FINDINGS

The study has found that 70% of the employees are satisfied with their salary & 55% with the working environment. Employees are satisfied with their career development in the organization. There is relationship between qualification & work load, working environment & further career in this organization, gender & level of earnings.

The employees are not having relation with Work life balance, level of earnings, working environment, performance appraisal and further career in this organization. It is observed that employees paid much attention to the work load, working environment and their career, the change in these factors may influence their retention.

About 39% of respondent are working for the motivation, 26% of respondent are working for the benefits, 21% of respondents are working for the relation among the supervisor, 8% of the respondent are working for the comfortable, 6% of respondent are working for the other reasons.

VIII SUGGESTION

From the study it has been found that the companies performing good but it still need to focus on certain areas such as

- Maintaining relationship with employees at all level.
- The organization should attract the potential employees there are many resources to support them ensure to perform better it has caters to the growth needs.
- Gives them a mentor for improving and developing new skills.
- The employees are seeking for more skills enhancement opportunities so the company can provide effective training to motivate them.
- Fringe benefits have to be provided regularly.
- It is suggested for the organization to provide a canteen facility.
- Management needs to focus on training program as it must be linked with the career development. It should help in balancing their work life. Management should provide better infrastructures to do their job. Once in a while the management have to redefine the pay.

VIII CONCLUSION

Retention is even more important than hiring. It is very beneficial for the company when it retains its current employees rather than going for new hiring. The employees are seeking for more skills enhancement opportunities so; the company can provide

effective training to motivate them. The organization should attract the potential employees because the health of the company and its future depends up on the employees.

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