Research Paper | **Commerce**

Employee Turnover and Retention of Employees in Small Scale Enterprises with Special Reference to Karur District

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ABSTRACT *Small size enterprises represent a large, diverse and important sector worldwide and considered as the most significant segment which contributes in the development of any country. In recent years the small sized enterprises have come under public policy limelight (Schlogl, 2004) and gets attention of the policy makers of developed and developing countries. According to the figures and facts provided by the UNIDO, 90 percent businesses worldwide are fall into the category of Small and medium enterprises(SME) sector and provides approximately 60 percent employments around the world. While analyzing the significance of SME sector worldwide and its importance into the country's economy it can be inferred that SME sector plays a vital role in developing our country's economy too. Human resource is fundamental and essential capital for any organisation. It acquires even more importance in the home textile industry, which is the main focus of our study. The working of textile industry is more directly dependent on skilled and semi skilled people, compared to that of other industries. In the course of our study we seek to answer practical questions of, how to resource people in to the organisation? How to manage them effectively? (Pilbeam, Corbridge, 2002). Furthermore, how to retain skilled talents? This is very crucial in the subject organisation, where the productivity and competitive edge lies on this important factor. Although the recent innovations and technological developments have eased the dependency on this factor, the quality and on time production depends heavily on the skills of the people working for it. Human resource management is one of the most complex and challenging field in modern management. It helps in creating an effective workforce and handles the expectations of the employee to ensure that they perform at their best, in the most efficient environment. Traditional approach to the personal management emphasizes command and control. Recent impacts of human resource management give a way to new approaches characterized by greater freedom and support to the employees. This transformation is almost complete to manage most aspects of their work.*

KEYWORDS :

INTRODUCTION

The Indian textile industry is one the largest and oldest sectors in the country and among the most important in the economy in terms of output, investment and employment. The sector employs nearly 35 million people and after agriculture, is the second highest employer in the country. Its importance is underlined by the fact that it accounts for around 4% of Gross Domestic Product, 14% of industrial production, 9% of excise collections, 18% of employment in the industrial sector, and 16% of the country's total exports earnings. With direct linkages to the rural economy and the agriculture sector, it has been estimated that one of every six households in the country depends on this sector, either directly or indirectly, for its livelihood. A strong raw material production base, a vast pool of skilled and unskilled personnel, cheap labour, good export potential and low import content are some of the salient features of the Indian textile industry. This is a traditional, robust, well established industry, enjoying considerable demand in the domestic as well as global markets.

OBJECTIVES

- To study the demographic profile of the respondents
- To know the reasons, why turnover occurs at SSE's in Karur District
- To find the ways to reduce the turnover in SSE
- To determine the level of satisfaction of the employees working in SSE.
- To study the existing retention strategies practiced in SSE.
- To suggest further strategies to retain employees for the effective functioning of HR activity.

NEED FOR THE STUDY

The success of any manufacturing organization depends largely on the workers, the employees are considered as the backbone of any company. The study was mainly undertaken to identify the level of employee's attitude, the dissatisfaction factors they face in the SSE and for what reason they prefer to change their job. Once the levels of employee's attitude are identified, it would be possible for the management to take necessary action to reduce attrition level. Since they are considered as backbone of the company, their progression will lead to the success of the SSE for the long run. This study can be helpful in knowing, why the employees prefer to change their job

and which factors make employee dissatisfy. Since the study is critical issue, it is needed by the SSE in order to assess the overall interest and the feelings of the employees towards their nature of job and organization. This study can be helpful to the management to improve its core weaknesses by the suggestions and recommendations prescribed in the project

STATEMENT OF THE PROBLEM

The aim of the present report is to study factors like salary, superior – subordinate relationship, growth opportunities, facilities, policies and procedures, recognition, appreciation, suggestions, co- workers by which it helps to know the Attrition level in the organizations and factors relating to retain them. This study also helps to find out where the organizations are lagging in retaining.

SCOPE OF THE STUDY

This is study on the small scale industries in Karur district, the small scale industries include Textile Industry, spinning mills, bus body building, mosquito net firms and blue metal manufacturing industry .The main purpose of this study is to know the reason for employee turnover along with problems faced by the employees of small scale industries. The result of the study is very much applicable to other and other parts of the country.

REVIEW OF LITERATURE

Dr. MithaMehta ,Aartikurbetti, RavneetaDhankar (2014) jointly discussed that today the employee commitment and retention has become an important strategic aspect for the organisation. It is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organisation and its people. Their article examined the factors: career development opportunities, effective talent management strategies, recruitment, on boarding and orientation, investment in training and development, compensation and benefits, work life balance, culture of the organisation, leadership, communication, image of the company, autonomy and empowerment, Gallup audits, personal causes, role of HR head and supervisors, work related policies and flexi time, performance appraisals and career growth and development opportunities.

Pawan Kumar and Kamal (2013) their article investigated that the factors influence the price decision, selection of distribution channels by the SSI. In the era of globalization small manufacturers are facing lot of problem in area of marketing mix such as product planning and positioning, pricing and distribution issues. The entrepreneur's perception relating to these various issues have been highlighted in this paper. A number of statements indicating the marketing mix issue have been developed and the respondents were asked to express their level of agreement/disagreement with this statement on five point Likert scale the major finding reveals that small manufacture are not using well versed with the marketing mix techniques and do not use latest marketing tool such as e-marketing or web marketing.

RESEARCH DESIGN

A sound research design is inevitable for a work to be successful. Hence the research design is descriptive in nature. Research design is the basic framework which provides guidelines for the rest of the research process. It specifies the methods of data collecting & analysis.

METHODS OF DATA COLLECTION

The Data may be collected through primary sources and secondary sources. The researcher has collected the data from both the sources as noted above. Primary data is used for analysis. Primary data was collected by survey method using questionnaire.. The secondary data for this work is obtained from research journals, website and internet.

SAMPLE SIZE

All the items consideration in any field of inquiry constitutes a universe of population. In this research only a few items can be selected from the population for our study purpose. The items selected constitute what is technically called a sample.

S.No.	SMALL SCALE INDUSTRIES	Total no's	10%	No of respondents
1	BUS BODY BUILDERS	85	9	90
2	MOSQUITO NET MANUFACTURING COMPANY	67	7	70
3	SPINNING MILLS	9	1	10
4	BLUE METAL MANUFACTURING COMPANY	68	7	70
5	TEXTILES	250	25	250
TOTAL		479	49	490

Source: Secondary data

Multistage cluster sampling. The respondents were employees of small scale enterprise at various levels.

TABLE 1
Personal Profile of the Respondents

S.No	Age (in Years)	No. of Respondents	Percent
1.	<25	192	39.18
2.	25-35	181	36.94
3.	35-45	92	18.78
4.	45-55	10	2.04
5.	>=55	15	3.06
Total		490	100.00

S.No	Gender	No. of Respondents	Percent
1	Male	348	71.02
2	Female	142	28.98
Total		490	100.00

S.No	Educational Qualification	No. of Respondents	Percent
1.	ITI	36	7.35
2.	Degree	28	5.71
3.	Diploma	29	5.92
4.	HSC	156	31.84
5.	Below SSLC	241	49.18
Total		490	100.00

S.No	Department	No. of Respondents	Percent
1.	Production	142	28.98
2.	Quality	148	30.20
3.	Packing and delivery	64	13.06
4.	Sales	136	27.76
Total		490	100.00

S.No	Experience	No. of Respondents	Percent
1.	<1 year	49	10.00
2.	1 year	122	24.90
3.	1-2 years	146	29.80
4.	2-4 years	100	20.41
5.	> 4 years	73	14.90
Total		490	100.00

S.No	Monthly Income (Rs.)	No. of Respondents	Percent
1.	<50000	35	7.14
2.	50001-100000	308	62.86
3.	>100000	147	30.00
Total		490	100.00

Source: Primary data

Age

The above table age of the respondents shows that the highest number of the respondents have age group of below 25 years with 39.18 percent, the second highest number of the respondents are coming under the age group from 25 years to 35 years with 36.94 percent, then third highest number of the respondents is 35 year to 45 years with 18.78 percent, then fourth highest number of the respondents is 55 years and above with 3.06 percent and the fifth highest number of the respondents is between 45 years to 55 years with 2.04 percent.

Gender

The table about the gender of the respondents shows the maximum number of respondents are male with 71.02 percent and 28.98 percent of respondents are female.

Educational Qualification

The table about the educational qualification of the respondents describes that the highest numbers of respondent have the educational qualification with 49.18 percent are below SSLC, 31.84 percent have

the educational qualification at HSC, 7.35 percent of the respondents are ITI, 5.92 percent of the respondents are Diploma, and 5.71 percent of the respondents are graduate level.

Department

The table about the department of the employees clearly recorded that 30.20 percent of the respondents belong to quality department, 28.98 percent of the respondents belong to production department, 27.76 percent of the respondents belong to Sales department, and 13.06 percent of the respondents belong to packing and delivery department.

Experience

The table about the experience of the employees clearly depicted that 29.80 percent of the respondents belong to 1 year to 2 years, 24.90 percent of the respondents have 1 year of experience, 20.41 percent of the respondents have 2 years to 4 years, 14.90 percent of the respondents have 4 years and above, and 10.00 percent of the respondents have below 1 year.

Yearly Income

The table about the yearly income of the respondent's explained that the maximum numbers of respondent's have income of Rs.50001 to 100000 with 62.86 percent, 30.00 percent of the respondents have an income of Rs. 100000 and above, and 7.14 percent of the respondents have an income of less than Rs. 50000.

Table 2
Employee's reason for overtime work

S.No.	Reason	No of Respondents	Percent
1	Need for money	170	34.69
2	Job Require overtime	154	31.43
3	Standing Orders	164	33.47
4	Never work overtime	2	0.41
Total		**490**	**100.00**

Source: Primary data

From the above table it is inferred that majority of the respondents 34.69 percent of the respondents expressed their opinion that main reason for working overtime is because of the monetary requirement.33.47 percent of the respondents expressed their opinion that standing orders they receive from the top management makes them to do overtime. Then 31.43 percent of the respondents expressed their opinion that nature of job compels them to do overtime work.

Table 3
The employee's pay for overtime work

S.No	Pay for overtime	No of Respondents	Percent
1	Hourly Basics	179.00	36.53
2	Monthly Basis	53.00	10.82
3	Monthly Incentives	139.00	28.37
4	Weekly Incentives	119.00	24.29
Total		**490.00**	**100.00**

Source: Primary data

From the above table it is clear that majority 36.53 percent of the respondents expressed that they receive payment on hourly basis.28.37 percent of the respondents expressed that they receive pay as monthly incentives. 24.29 percent expressed that they receive payment for overtime work as weekly incentive. Only 10 percent of the respondents expressed their opinion that they receive payment for overtime on monthly basis.

MEAN SCORE
TABLE.4
Mean for employee turnover

S.No	Items	Mean	SD
1	Welfare facilities provided	4.4102	0.9934
2	Chances of getting promotion in my organization	4.3306	1.0137
3	Encouragement from supervisor	4.2878	1.0237
4	Satisfaction level in salary and increment	4.2735	1.2329
5	Employee policies and procedures	4.1082	1.2111
6	Satisfaction level in the working condition	4.0796	0.9066
7	Encouragement to learn new skills	4.0000	1.3354
8	Administration	3.9449	1.1649
9	Recognition for good work	3.8367	0.9979
10	Grievance management	3.8184	1.2972
11	My Salary when compared with competitor company	3.0857	0.6207
Mean Sctore		**4.015955**	**1.072486**

Source: Computed

The respondents are not satisfied in the following areas and the reasons for employees turnover. Welfare facilities provided (4.4102), Chances of getting promotion in my organization (4.3306), Encouragement from supervisor (4.2878), Satisfaction level in salary and increment (4.2735), Employee policies and procedures (4.1082), Satisfaction level in the working condition (4.0796), Encouragement to learn new skills (4.0000).The respondents are moderately satisfied in the following areas and the reasons for employees turnover. Administration (3.9449), Recognition for good work (3.8367), Grievance management (3.8184), My Salary when compared with competitor company (3.0857).

Overall the respondents are not satisfied in the above areas and those are the major reasons for employees turnover with a mean score 4.0155.

MULTIPLE REGRESSIONS
TABLE 5 Influence of salary and supervisors in employee retention Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.564(a)	0.319	0.303	0.509
a. Predictors: (Constant), Part of growing organization, Merit based recruitment, Part of growing organization, Superiors stand up for critical situation, Superiors providing coaching, Appreciation of good work, Looking for talents and encourage them, Fair and equitable treatment, Secured job, Strong corporate governance and citizenship, Adequate materials,computer,etc.. (a)				

The multiple regressions are shown in the above table. The model summary table shows R-Square for this model is .319. This means that 31.9 percent of the variation in Overall level of satisfaction as an employee measure (dependent variable) can be explained from the 11 independent variables. The table also shows the adjusted R-square for the model as .303.Any time another independent variable is added to a multiple regression model, the R-square will increase (even if only slightly). Consequently, it becomes difficult to determine which models do the best job of explaining variation in the same dependent variable. The adjusted R-Square does just what its name implies. It adjusts the r-square by the number of predictor variables in the model. This adjustment allows the easy comparison of the explanatory power of models with different numbers of predictor's variable. It also helps us decide how many variables to include in our regression model.

FACTOR ANALYSIS
TABLE 8
KMO and Bartlett's Test

The individual statements on causes for employee turnover was examined using factor analysis based on 11 individual statements and the reliability of the samples collected was tested for internal consistency of the grouping of the items

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.890
Bartlett's Test of Sphericity	Approx. Chi-Square	6922.1712
	Df	55.0000
	Sig.	0.0000

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values between 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser – Meyer – Olkin measure of sampling adequacy index is 0.890 and hence the factor analysis is appropriate for the given data set. Bartlett's Test of Sphericity is used to examine the hypothesis that the variables are uncorrelated. It is based on chi- Square transformation of the determinant of correlation matrix. A large value of the test statistic will favor the rejection of the null hypothesis. In turn this would indicate that factor analysis is appropriate. Bartlett's test of Sphericity Chi-square statistics is 6922.1712, that shows the 11 statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.

Table 9

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.3255	66.5957	66.5957	7.3255	66.5957	66.5957
2	1.2491	11.3555	77.9513	1.2491	11.3555	77.9513
3	1.0934	9.9403	87.8915	1.0934	9.9403	87.8915
4	0.4050	3.6816	91.5731	-	-	-
5	0.2699	2.4535	94.0266	-	-	-
6	0.2259	2.0540	96.0806	-	-	-
7	0.1456	1.3233	97.4039	-	-	-
8	0.1145	1.0409	98.4448	-	-	-
9	0.0871	0.7919	99.2366	-	-	-
10	0.0468	0.4256	99.6622	-	-	-
11	0.0372	0.3378	100.0000	-	-	-

Extraction Method: Principal Component Analysis

Eigen Value represents the total variance explained by each factor. Percentage of the total variance attributed to each factor. One of the popular methods used in Exploratory Factor Analysis is Principal Component Analysis, Where the total variance in the data is considered to determine the minimum number of factors that will account for maximum variance of data.

Table 10

Rotated Component Matrix			
	Component		
Item	1	2	3
My Salary when compared with competitor company	-0.024	-0.013	**0.971**
Satisfaction level in salary and increment	0.165	**0.890**	0.219
Encouragement from supervisor	0.463	0.804	0.057
Chances of getting promotion in my organization	0.291	0.826	-0.198
Welfare facilities provided	0.630	0.713	-0.119
Grievance management	0.524	0.699	-0.243
Employee policies and procedures	0.894	0.348	-0.057
Recognition for good work	0.792	0.385	-0.115
Encouragement to learn new skills	0.940	0.248	0.026
Administration	0.872	0.357	-0.003
Satisfaction level in the working condition	**0.916**	0.241	0.005

Extraction Method: Principal Component; Analysis. Rotation Method: Varimax with Kaiser Normalization.

a.Rotation converged in 4 iterations.

Interpretation of factors is facilitated by identifying the statements that have large loadings in the same factor. The factor can be interpreted in terms of the statement that loads high on it.The factors of a study on factors that causes employee turnover comprises of 11 individual statements. Out of 11 statements, 3 individual statements contribute more towards the study (87.891%).

Findings

- It is found from the analysis that the highest number of the respondents has age group of below 25 years with 39.18 percent, and the least number of the respondents is between 45 years to 55 years with 2.04 percent.
- It was analysed and found from the analysis that the maximum number of respondents is male with 71.02 percent than the rest of the gender.
- Highest numbers of respondent have the educational qualification with 49.18 percent are below SSLC and at the mean time 5.71 percent of the respondents are engineering level.
- 30.20 percent of the respondents belong to quality department, than the other department namely production department, sales department, packing and delivery department.
- It is clearly depicted from the analysis that 29.80 percent of the respondents belong to 1 year to 2 years, and 10 per cent of the sample respondents belong to below one year of experience.
- It is noted from the analysis that the maximum numbers of respondent's have income of Rs.50001 to 100000 with 62.86 percent and only few of them have income of below Rs. 5,000 as monthly income of the respondents.
- Majority (34.69 percent) of the respondents expressed their opinion that main reason for working overtime is because of the monetary requirement and only 31.43 percent of the respondents expressed their opinion that nature of job compels them to do overtime work.
- It is found from the recorded data that the 36.53 percent of the respondents expressed that they receive payment on hourly basis and only 10 percent of the respondents expressed their opinion that they receive payment for overtime on monthly basis.
- The output of the analysis revealed that the respondents are not satisfied in the following areas and the reasons for employee's turnover. Welfare facilities provided (4.4102), Chances of getting promotion in my organization (4.3306), Encouragement from supervisor (4.2878), Satisfaction level in salary and increment (4.2735), Employee policies and procedures (4.1082), Satisfaction level in the working condition (4.0796), Encouragement to learn new skills (4.0000).
- It is known from the statistical analysis that part of growing

organization has a beta coefficient 0.227, which is significant (0.000). So it is clear that to retain employees organizations need to provide competitive salary, Superiors coaching and organizations growth.

- The end result of the factor analysis showed that causes employee turnover comprises of 11 individual statements. Out of 11 statements, 3 individual statements contribute more towards the study (87.891%).
- In the area of organization fit (employee personal value match), organization culture play important role in employee retention.

SUGGESTIONS

- Organization needs to further improve its culture as it has the potential to retain employees, which will help it to retain its valuable assets (employees).
- Exist interview system may be introduced which will help management in answering the question why employees leave them, and then work on those areas which influence employees to leave their organization.
- Turnover rate should be monitor and consider it important in policy formulation regarding HR factors and organization factors; it will help management in retaining their employees.
- It is suggested that employees want fair treatment and fair appraisal regarding the HR practices, so organizations need to bring fair policy and communicate it to their employees.
- Recognition of the employees inputs and outcomes need further improvements. This concept may be improved if organization introduced formal recognition system i.e. certificates, employee of the year etc.
- Reward should be awarded on merit and promotion should be on seniority and merit both, which help in production and retention.
- The salary of employee need to be increased, which will not only retain the present employees but will attract employees of other organization as well.
- Organizations should identify those benefits which have more influence on employee retention. Furthermore, Organizations need to revisit their present benefits package to identify those benefits which are not useful in order to replace them.
- A training program may be established as a regular practice for provision of training and retraining (refreshment courses) opportunities for their employees. This would not only satisfy employees growth need but also enhance employee retention.
- A counseling system may be established regarding counseling employees for their career development, which will enhance employee loyalty with the organization.
- Employees need to understand that they are in organization, where they are offered multi training and career development opportunities so they should avail these opportunities to increase their marketability / employability.

CONCLUSION

Apart from age, income, educational qualification and tenure, personal characteristics of employees appear to have little relationship to turnover. While these factors can help employers understand the general nature of turnover and its likely causes, the retention strategies adopted within industries and organisations tend to cover a unique mix of measures and approaches specifically targeted at the particular problem they face. Understanding the problem is key to devising an effective retention strategy. Access to both quantitative and qualitative data is necessary for understanding levels of turnover across occupations, sites and for particular groups of employees as well as for identifying the underlying causes of turnover. Further investigation of turnover in the meat processing industry could include an examination of turnover data to establish whether turnover is uniformly high across the industry or whether there are differences between establishments in the same local labour market. The collation of qualitative data through employee surveys either at industry level or within particular establishments may be useful for identifying sources of dissatisfaction, intentions to leave, and any underlying causes of turnover. On the other hand, there are situations in which retention of employees is a significant concern, particularly in cases involving major restructurings (such as mergers and acquisitions, as well as bailouts and turnarounds). A reasonable conclusion is that retention of executives (or of any other employee group, for that matter) should not be seen as a universal goal or as a universal remedy. Rather, retention should be viewed in the context of a comprehensive approach to talent management that emphasizes retention of the right employees under the right circumstances, not simply the wholesale retention of current employees.

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