

WORKERS' ATTRITION AND RETENTION STRATEGIES IN LOYAL TEXTILE MILLS LTD., KOVILPATTI

Rekha S¹ Keerthiga B²

Abstract

The project would be done to study the factors leading to early Attrition in a textile industry. Workers may leave the job because they have found a more suitable one or not satisfied with the current organization. Workers' retention is the ability of an organization to retain its Workers. It is very important for an organization to hold the Workers for a longer period of time and maintaining a good retention rate using various policies and practices.

In this context, attrition has positively affect organization growth. Data were collected from 431 random workers of Loyal Textile Mills Ltd., Kovilpatti. The results revealed that the chi - square value between gender and workers expectation 0.259 which is significance at 5% levels. According to the one – way ANOVA analysis between income and workers expectation has significance level 5% is less than and also has greater than, So end up with balanced level of analysis.

Keywords: Attrition, Retention, Organization growth

1. Introduction

Now a days, Retention strategies helps to reduce the workers attrition such as the process of outsourcing, recruiting and training to the workers which is much costlier than relining the existing Workers. The research influencing factors such as career development, rewards and recognition, work-life and working environment and reduce the absenteeism of workers attrition in the organization. The study has been needed to improve the retention

¹ Author, Assistant Professor, Department of Management Studies, P.S.R. Engineering College, Sivakasi, India, s.rekhasubhu@gmail.com, 9551950211

² Co – Author, P.G Research Scholar, Department of Management Studies, P.S.R. Engineering College, Sivakasi, India, keerthikdlove@gmail.com, 8778598502

Strategies for existing workers in the organization. It would be possible for the management to take necessary action to reduce attrition level and improving the retention strategies. Since they are considered as backbone of the organization, their progression will lead to the success of the organization for the long run.

Gberevbie (2008) referred to frequent workers attrition as “ a state of affairs in an organization” where it is seen that workers tend to leave or resign from their jobs because of best known reasons based on their point of view concerning personnel policies and practice of a firm. Frequent workers attrition at work has been found to be causing harm to performance, especially when workers are going to the direct competitors of the organization (Chartered Institute of Personnel Development (CIPD 2006)). The CIPD (2006) further argued that it is essential for workers to completely understand their workers attrition and how these affect the organizations' effectiveness at achieving their overall set of goals. This implies that when the staff attrition in an organization is found to be higher than usual, the performance of that organization would be relatively low because there will be a lack of availability of competent workers arising from frequent attrition of organization workforce. (CIPD 2006)

Retention is a voluntary move by an organization to create an environment which engages employees for a long term Chaminade (2007 cited in Chinbowa et al. 2010). According to Samuvel and Chipunza (2009), the most important purpose of retention is to look for ways to prevent the capable workers from quitting the organization as this could have negative effect on productivity and profitability. The view that the main purpose of retention is primarily for organizational gains is similarly viewed by Humphreys et al. (2009), who in describing the concept, place the focus of retention in terms of “some notion of adequacy or sufficiency of length of service”, which can be measured in terms of a return on the costs of investment associated with training and recruitment or the effects on patient care that are considered to be optimal.

Definition:

Gary Dessler: “Workers’ attrition is defined as the natural process by which workers leave the workforce for example, through resignation for personal reasons or retirement and are not immediately replaced.”

Prasad L.M: “Employee turnover or employee attrition is defined as the rate of change in the working personnel of an organization during a specified period”.

2. Improving Workers’ Attrition & Retention

Workers’ Attrition

- **Encourage flexibility:** By offering flexible hours, the ability to telecommute or allowing workers to work part-time, you can give employees going through life events the ability to balance work and home life.
- **Give incentives:** While attrition is not usually due to dissatisfaction with wages or benefits, an increase or additional benefit can encourage workers to stay. If you value a worker’s skill, consider offering them an incentive.
- **Meet individual Needs:** Retirement or health concerns can make it difficult for a worker to complete some tasks. Customizing to mitigate health or other needs can help you retain good workers.

Workers’ Retention

Every area of the workers and co-workers relationship in your organization deserves your attention. Embrace these key strategies to improve your organization’s workers retention and boost workers satisfaction:

- **On boarding and orientation:** Every new hire should be set up for success from the very start. The job orientation is just one component of on boarding, which can last for week or months, depending on your organization. Aim to develop an on boarding process where new staff members not only learn about the job but also the company culture and how they can contribute and thrive, with ongoing discussions, goals and opportunities to address questions and issues as they arrive.
- **Communication and Feedback:** Keeping open lines of communication are a formal way of describing a practice that’s essential for workers retention. Your direct reports should feel they can come to you with ideas, questions and concerns, and they expect you to be honest and open with them about improvements they need to make in their performance.
- **Training and Development:** Make it a priority to invest in your workers’ professional development and seek opportunities for them to grow. Some companies pay fees and travel for workers to attend conferences or industry events each year, provide tuition reimbursement, or pay for continuing education training.
- **Recognition and Rewards Systems:** Every person wants to feel appreciated for the work they do. Make it a habit to thank your direct reports when they go the extra mile, whether it’s with a sincere email, a gift card or an extra day off. When you show your appreciation to employees, explain how their hard work helps the organization. Some companies set up formal rewards systems that incentivize great ideas and innovation, but you can institute recognition programs even on a small team with a small budget.
- **Fostering Teamwork:** When people work together, make sure everyone, not just your team’s stars, has a chance to contribute ideas and solutions. Further foster a culture of Collaboration by accommodating individuals’ working styles and giving them the latitude to make smart decisions.

3. Objective of the Study:

Primary Objective

To study on workers attrition and retention strategies in Loyal Textile Mills Ltd., Kovilpatti.

Secondary Objectives

- To identify the reasons for absenteeism among workers of Loyal Textile Mills Ltd., Kovilpatti.
- To highlight the causes of workers attrition in Loyal textile mills Ltd., Kovilpatti.
- To know the awareness of reducing the attrition in the organization.
- To analyze the satisfaction level of workers existing retention strategies in the organization.
- To suggest the various measures to improve the workers retention strategies.

4. REVIEW OF LITERATURE

Dr. P. Suresh Kumar(2020) Employee attrition has become a major concern for corporate in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision.

Dr. M.Sudheer Kumar, Mr. Obulesu Varikunta, Mr. K.Ramakrishna(2019) The concept of employer of choice has intensified in the last decade. The employees want to work for the best employers. Becoming an employer often involves the problem of acquiring the best talent for the organization, motivating employees to improve Performance, keeping them satisfied and loyal, developing employees so that they can grow and contribute skills and, ultimately, keep employees.

Ashutosh Singh, Lakshmi(2016) The word attrition refers to the process of reducing something's strength or effectiveness through sustained attack or pressure. Attrition, in an organisation, refers to reduction or decrease in the size or strength of the work force, or a gradual reduction in labour occurring through various means other than firing employees. The attrition rate plays a significant role in an organisation.

Dr. M. V. Nappinnai & N. Premavathy (2013) As attrition is a serious concern for many companies, it is necessary to find out why people are leaving the company. There was a time when employees joined a particular company and stuck to the same through their life. But the situation is entirely different now. New age employees are far more flexible than the old ones. Companies also play a vital role in curbing the attrition and retaining the talented pool. Increasing attrition is a serious concern for every company today and they are fighting with this problem by redefining their HR policies and practices.

Dr. Suniti Chandiook (2012) Retention of employees is one of the most important ongoing practices of human resource management. Employee's turnover is a major organizational menace. The problem is being faced by different organizations of almost all the countries. Organizations are trying different plans to get maximum output from employees without their involvement. Retention is one of the main factors that could help in achieving the required results. This study elaborates the retention of employees; its benefits and factors that may help to retain the best talent of the organization. The research finding gives significant relationship of career path with employee retention.

5. Research Methodology

Determination of sample design and sample size

Probability sampling technique is used by the researcher. The researcher has adopted the Simple Random Sampling technique. A total of 431 respondents were chosen for the study.

Determination of sampling unit and population

The sampling unit is Loyal Textile Mills Ltd., in Kovilpatti. The sampling unit must be clearly defined for constructing the sampling frame. The population of the study consists of the different departments of workers working in Loyal Textile Mills Ltd., in Kovilpatti. So the total population size is 1000 workers working in loyal textile mills ltd., in kovilpatti.

Data collection

In order to gather information required for the present research library and field methods were used:

Research Tool

Questionnaire: A questionnaire is a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. It is a device for securing answers to questions by using a form fill in the researcher after getting information from them.

6. Findings

Table 1: Demographic profile of workers

Particulars	No. of respondents	Percentage (%)	
Department	Production	253	58.7
	Maintenance	86	20.0
	Mechanical	21	4.9
	Electrical	4	0.9
	General	67	15.5
Experience	Below 1 year	56	13.0
	1 - 10 years	335	77.7
	11 - 20 years	22	5.1
	21 - 30 years	10	2.3
	Above 30 years	8	1.9
Gender	Male	203	47.1
	Female	228	52.9
Age	18 - 25 years	145	33.6
	26 - 35 years	91	21.1
	36 - 45 years	95	22.0
	46 - 50 years	35	8.1
	Above 50 years	65	15.1
Marital status	Married	251	58.2
	Unmarried	180	41.8
Education	Below 5th Std	25	5.8
	5th std - 8th std	196	45.5
	9th std - 12th std	179	41.5
	Diploma/IT	25	5.8
	Degree	6	1.4
Qualification	Below Rs. 7,000	55	12.8
	Rs. 7,000 - Rs. 9,000	250	58.0
	Rs. 10,000 - Rs. 12,000	73	16.9
	Rs. 13,000 - Rs. 15,000	41	9.5
	Above Rs. 15,000	12	2.8

Table 2: Uni - variate percentage analysis

Particulars	No. of respondents	Percentage (%)	
Workers safety	Strongly Agree	112	26.0
	Agree	319	74.0
	Neutral	0	0.0
	Disagree	0	0.0
	Strongly Disagree	0	0.0
Respectful way	Strongly Agree	21	4.9
	Agree	368	85.4
	Neutral	42	9.7
	Disagree	0	0.0
	Strongly disagree	0	0.0
Work Load	Very high	0	0.0

	High	57	13.2
	Average	374	86.8
	Low	0	0.0
	Very Low	0	0.0
Work – life Balance	Strongly Agree	6	1.4
	Agree	386	89.6
	Neutral	39	9.0
	Disagree	0	0.0
	Strongly Disagree	0	0.0
Children Scholarship	Strongly Agree	17	3.9
	Agree	319	74.0
	Neutral	95	22.0
	Disagree	0	0.0
	Strongly Disagree	0	0.0
Home loan and Money problem	Strongly Agree	56	13.0
	Agree	329	76.3
	Neutral	46	10.7
	Disagree	0	0.0
	Strongly disagree	0	0.0
Workers take frequently leave/absent	Yes	241	55.9
	No	190	44.1
Reasons for leave/absent	Sickness	257	59.6
	Lack of interest in job	0	0.0
	Poor working condition	0	0.0
	Long working hours	23	5.3
	Family problem	142	32.9
	Please Specify others	9	2.1
Awareness of Leave/Absent	Strongly Agree	14	3.2
	Agree	409	94.9
	Neutral	5	1.2
	Disagree	0	0.0
	Strongly Disagree	3	0.7
Reduce the Leave/Absent	Increase in number of holidays	68	15.8
	Better working conditions	50	11.4
	Incentive and bonus based on performance	197	45.7
	Recognition of the work	116	26.9
Reduce the attrition	Bring positive changes in work environment	9	2.1
	Provide development and skills training	113	26.2
	Provide equal work opportunity to workers	135	31.3
	Create a performance based reward system	132	30.6
	Tackle and solve workers issues in real time	42	9.7
workers skills in the job enrichment	Strongly Agree	7	1.6
	Agree	422	97.9
	Neutral	2	.5
	Disagree	0	0.0
	Strongly Disagree	0	0.0
Relatives to be joined	Extremely likely	139	32.3
	Likely	282	65.4

	Neutral	10	2.3
	Unlikely	0	0.0
	Extremely Unlikely	0	0.0
Chance to get another job easily	No chances	187	43.4
	Low chances	72	16.7
	May be chances	138	32.0
	High chances	1	.2
	None of the above	33	7.7
Motivation	Strongly Agree	22	5.1
	Agree	409	94.9
	Neutral	0	0.0
	Disagree	0	0.0
	Strongly Disagree	0	0.0
Workers Expectation	Job Security	156	36.2
	Flexible working Environment	159	36.9
	Personal Support	191	44.3
	Benefit Package	195	45.2
	Resolving Grievances	154	35.7
	Extending Holidays	195	45.2
Overall Satisfaction	Highly Satisfied	142	32.9
	Satisfied	289	67.1
	Neutral	0	0.0
	Dissatisfied	0	0.0
	Highly Dissatisfied	0	0.0

Chi-square

This study is undertaken to find out the relationship between experience and workers take frequently leave/absent. Chi-square helps to analyze the relationship between these variables based on the value of significance.

Null hypothesis:

There is no significant relationship between experience and workers take frequently leave/absent.

Alternative hypothesis:

There is significant relationship between experience and workers take frequently leave/absent.

Table 1: chi – square between experience and workers take frequently leave/absent

Particulars	Value	Df	Asymp. Sig(2-sided)
Pearson Chi-Square	8.254 ^a	4	.008
Likelihood Ratio	8.433	4	.077
Linear-by-Linear Association	1.229	1	.268
N of Valid Cases	431		

a) 3 cells (30.0%) have expected count less than 5.

b) The minimum expected count is 3.53.

Pearson Chi-Square value of the above table is 8.254 at 5% level of significance. P value is (0.008) less than 0.05, hence Null hypotheses are rejected. There is a significant relationship between experience and workers take frequently leave/absent. It is concluded that workers take frequently leave/absent is dependent on experience of the workers.

7. Conclusion

The research entitled that “A study on workers attrition and retention strategies in Loyal Textile Mills Ltd., Kovilpatti”. Organization allowed the workers to achieve the organizational needs and that the environment enabled workers to perform better. And also the organization provide a training and development programmers the workers are improve their skills and knowledge. The organization has an impact on workers retention. The management can to take appropriate measure to maintain positive social relationships in the organization to decrease the attrition and increase the workers retention. For the Textile workers there are a wide range of opportunities, there is a high attrition rate so the organization are responsible for reducing the attrition rate. Most of the workers leave the job due to job stress, lack of growth and low salary. The management should try to retain the workers in the current scenario in this study the factors responsible for the attrition and retention of the workers are found and if the management is ready to give all the facilities the workers retention is possible. This organization provides protection to the workers; all workers said that all are treated with the utmost respect in this organization. The organization not only helps themselves but also their families with their hardships. The organization also help pay for their children’s education and home loans. They are satisfied with their job security, safety and welfare measures and insurance schemes all the workers satisfied of their job which has elevated the status of this organization.

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