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## A STUDY ON “ATTRITION OF WORKER” IN A YARN MANUFACTURING UNIT LOCATED IN SHIMOGA, KARNATAK

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### ABSTRACT:

Attrition is said to be the gradual reduction in the number of employees through retirement, resignation, death or any other reasons. Attrition is an alarming concerns and burning issues across all the industries including textile manufacturing organization. This study has been taken in a yarn manufacturing unit which has been facing serious attrition of workers. The objectives are to find the reasons

behind the high rate of attrition and suggest the remedial measures to control the attrition. Following descriptive research design, the primary data were collected through a structured questionnaire. The finding of the statistical analysis suggests that improvement in work load assignments, work environments, labour welfare facilities, shift schedules etc. will lead to control the attrition of worker.

**KEYWORDS:** Spinning, work load, work environment, shift pattern, labour welfare, salary and merit based compensation.

### INTRODUCTION:

Attrition is a major organizational menace and a critical issue in the Textile Industry these days. Attrition leads an organization to loose its most valuable resources in the form the key skills, knowledges and business relationship. Owing to the continuous loss of key resources the organizational competitiveness challenged in the global market. A major problem in high employee attrition is its cost to the organization. Errors and issues are more likely if organization

constantly have new workers and also reduction in productivity and quality. Workers today are eager to jump from one organization to other for a better opportunity than ever has been true in the past. There are several factors which influences the workers to quit the organization; it may be personal factors or internal and external organizational factors. Chan et al. (2010) expressed that representative turnover is a difficult issue, especially in the territory of human asset the board. Each business wants to build the efficiency and diminish laborers turnover, accordingly prompting be productive. Worker turnover supervision is a commitment to achieve authoritative objectives viably. To cope up with the

challenges in the dynamic, globalized and digital business world, the organization has to consider employee attrition as a major concern and should work forward to retain the key skills, values, talents and knowledges. Among the resources, right human resource is the key to handle and utilize all the other resources for the organizational effectiveness. A fluctuate and inconsistent human resource will push the organization into a mode, where all other right resource will become

ineffective and finally, put a question mark on the survival of the organization.

## REVIEW OF THE LITERATURE

Attrition in the work place is complex phenomenon's that have significant implications for organizations and individuals alike. Depending upon the type of the industry and the kind of products and the services the company sells, employee's attrition metrics include the following: communication effectiveness, satisfaction with compensation, benefits plan, job & career opportunities, clear understanding of job, work load cum stress, work environment and welfare facilities etc. According to Holzer and Wissoker (2001), turnover appears to reflect significant work place problems, rather than opportunities for advancement into better jobs. Management should therefore recognize the need for employee retention practices.

(Herman, 1999) had highlighted five main reasons because of which employees leave their current organization. Insufficient support, incompatible corporate culture, unsatisfactory relationships with co-workers, dissatisfaction with compensation offered, and inadequate opportunities for growth are the reasons because of which employees leave. (Ramlall, 2003) accentuated that inadequate compensation, payment below prevailing market rate and inadequacy in the internal and external equity was the common reason because of which employees leave an organization. The work environment condition and pay programs are somehow or another supportive in holding equipped representatives (Aiza and Abdus, 2013). A few representatives feel treachery without interior value in the association's condition, which prompts a more noteworthy worker's turnover rate in the association (Pritchard, 1969). Worker smugness related to the activity qualities features some significant factors as employment challenge, extent of work, the decent variety of work and occupation maintenance are other ground angles which at long last fluctuates from individual to individual contingent on their condition and methodologies (Houghton, Boston, MA, Y, and Ferris, 1987).

Despite having several literatures within the frame work of "workers attrition" there is no standard framework for understanding the employees' turnover process as whole. A wide range of factors have been found useful in interpreting employee turnover (Kevin et al. 2004). It was found that employee goal setting (Medlin and Green 2009), career growth (Hamel and Breen, 2007), work environment (Cardoso and Monfardini, 2008), job satisfaction (Palazzo and Kleiner 2002), training and development (Walsh and Taylor 2007) are the foremost decisive factors and very strong predictors of employee turnover intention.

Workload refers to the amount of work that is allocated to an employee to do in a given time. A number of researchers have supported a positive relationship between workload, stress and turnover intention (Andrew et al., 2008). If working environment is low-grade due to lack of the basic facilities such as proper lighting, adequate space. common light, ventilation, cooling framework, open space, bathroom, latrine, furniture, wellbeing gear, drinking water and refreshment, specialists won't be fit for looking up the trouble for quite a while (Singh, 2008), along these lines driving the laborers to get influenced with terrible wellbeing which thus makes them to leave the activity. At the point when representatives' get lower compensation and lacking money related prizes, they will in general remain no longer with the association (Lavob, 1997). An incidental advantage is a wandering motivating force contracted to a representative or a gathering of workers as a piece of official participation, which affects execution and worker maintenance (Al-exander et al., 1994). (Furnham & Hughes, 1999) pointed that nonstandard work schedules leads to dissatisfaction at workplace which in turn results employee turnover. Hence it is important to study the link between the shift schedule or pattern and employee's dissatisfaction. Night shift work pattern has been studied by several researchers and found considerable link between workers turnover and shift pattern (Furnham & Hughes, 1999). (Presser, 2003). (Walker, 2001) had identified seven factors which boosts retention. These factors are compensation and appreciation of the work performed, recognition of the capabilities and performance contributions, challenging work, good communication, opportunities to learn, positive relationships with the colleagues, and good work-life balance.

**IMPORTANCE OF THE STUDY**

Attrition is a critical issue in the Textile Industry these days. Consistent and continuous loss of manpower will bring instability at work place. An unstable and imbalanced resource deployment will bring down the organizational competitiveness. Worker’s attrition not only costs the company in the short run of losing a knowledge resource, but also in long run i.e. not getting a right worker to maintain the pace & consistency of production system. The loss of productivity and quality costs a huge monetary loss to an organization. Hence, it is important to study the factors associated with the attrition and chalked out a policy and plan of action to control the attrition and thereby scale down the loss.

In view of the different literatures and company personnel, the present study focuses on the following factors which inflict the attrition. The factors are work load, work environment, labour welfare and amenity facilities, shift pattern and salary cum merit based compensation.

**OBJECTIVES**

- To find the rate of attrition in the chosen textile manufacturing unit.
- To find the factors, which are influencing the attrition rate.
- To suggest the measures to control the attrition rate.

**HYPOTHESES**

- **H<sub>01</sub>:** There is no significant relationship between the work load and the workers’ attrition
- **H<sub>02</sub>:** There is no significant relationship between the work environment and the workers’ attrition.
- **H<sub>03</sub>:** There is no significant relationship between the labour welfare and amenity facilities and the workers’ attrition.
- **H<sub>04</sub>:** There is no significant relationship between the shift pattern and the workers’ attrition.
- **H<sub>05</sub>:** There is no significant relationship between the salary cum merit based compensation and the workers’ attrition.

**RESEARCH METHODOLOGY**

This is a descriptive research. The workers of the chosen textile mill are the population for the study, which was around 1284 numbers as and when the study had been undertaken. Respondents of number 270 workers have been chosen by following the stratified random sampling method, which covers all the departments’ workers. The Primary data has been collected through a set of structured questionnaires by following an interview schedule method. The secondary data had been collected from the company’s record, journals , books internets etc. Suitable statistical tools had been applied to analyses the data using the software SPSS.

**RESULTS & DISCUSSION**

**Table 1: Rate of Attrition for the Period March 2017 to February 2018**

MONTH	ATTRITION %	MONTH	ATTRITION %
March	8.81	September	7.14
April	10.25	October	6.92
May	12.42	November	10.34
June	8.84	December	10.13
July	10.31	January	6.50
August	9.22	February	8.50

The Table-1 indicates the present (February-2018) attrition rate is 8.50%. The average rate of attrition is around 9.5% and the highest rate of attrition is 12.42%.

**Table 2: Percentage Analysis**

Scale	Workload (%) & (Nos.)	Work Environment (%) & (Nos.)	Shift Pattern (%) & (Nos.)	Labour Welfare and Amenities (%) & (Nos.)	Salary cum merit based Compensation (%) & (Nos.)
strongly agree	16.2 (44)	32.4 (87)	10.8 (29)	27.0 (73)	10.8 (29)
agree	10.8 (29)	24.3 (66)	21.8 (59)	13.7 (37)	21.5 (58)
neutral	40.5 (109)	24.3 (66)	29.6 (80)	18.9 (51)	51.4 (139)
disagree	27.0 (73)	10.8 (29)	29.6 (80)	29.6 (80)	5.5 (15)
strongly disagree	5.5 (15)	8.2 (22)	8.2 (22)	10.8 (29)	10.8 (29)
Total	100.0	100.0	100.0	100.0	100.0

Table-2, depicts summary of the respondent’s opinion about the attrition and the factors associated with the same. 16.2% strongly agree and 10.8% agree that workload is the reason for attrition. 32.4% strongly agree and 24.3% agree that work environment is the reason. 10.8% strongly agree and 21.8% agree to the shift pattern. 27% strongly agree and 13.7% agree to the labour welfare & amenity facility and 10.8% strongly agree and 21.5% agree to salary cum merit based compensation is the reason for the attrition.

**Table 3: Chi Square Test, (Attrition’s Association with the Five Chosen Factors)**

The chi-square test had been performed to find the association between the attrition and the chosen five factors, which influences the attrition. The significance level of the study is tested at 95% confidence level.

	Workload	Work Environment	Shift Pattern	Labour Welfare and Amenities	Salary and merit based compensation
Chi-Square(calculated value)	258.889 <sup>a</sup>	138.074	176.704	253.667	165.889
Degrees of freedom	4	4	4	4	4
Table Value	9.49	9.49	9.49	9.49	9.49

**Interpretation**

Table-3 depicts that all the observed values for the individual five factors are in the rejection region since the calculated values of each factor are greater than the table value of 9.49. Hence, all the hypothesis (H01, H02, H03, H04 and H05) are rejected. This indicates that there is a strong relationship between the five chosen factors and attrition rate.

**FINDINGS**

- The average rate of attrition is about 9.5% per month.
- Work load, work environment, shift pattern, labour welfare & amenities and salary cum merit based compensations factors are significantly associated with the rate of the attrition.
- 27% of the respondents agree that workload caused them to leave the organization
- Poor work environments are the reasons of attrition cited by more than 50% respondents.
- 32.6% of respondents agree that shift pattern or schedule are the reasons for the attrition

- 40.7% of the respondents agree that lack of welfare and amenity facilities caused them to leave the organization
- 32.3% respondents agree that salary and merit based compensation are the reasons for the attrition.

### RECOMMENDATIONS / SUGGESTIONS:

The significant relationship between the attrition and the chosen five factors suggesting a set of comprehensive programs and measures should be initiated for the satisfaction of the worker in a holistic manner at all the fronts in relation to the five factors especially covered in the present study. Among the measures, initiatives to improve the work environments should be taken on priority basis. The work environment includes physical as well as psychological. For a textile spinning industry, the control of noise and dust is must to ensure better physical and mental health. In general, the organization should ensure a work environment free from mental and psychological health hazard issues. In relation to the labour welfare and amenities facilities, efforts are to be put to implement the ILO guidelines by following the Government of India's statutory as well as non-statutory guidelines. Since many of the facilities, schemes and policies in relation to the welfare and the work environment has already been undertaken in recent past, the execution and implementation part has to be monitored more importantly. Focus has to be put to modify the shift schedule in relation to the gender, age and health of the worker without compromising job's skill requirement. Provisions should be in place to measure the work load pattern, work contents of the different jobs scientifically and actions should be initiated to redesign the work place by following industrial engineering principles and adopt new technologies to reduce the work load related stress. In addition, ergonomics principles have to be taken into consideration while designing the work. Having a continuous feedback and suggestion mechanism will enable the organization to take appropriate remedial measures to control the attrition rate.

### CONCLUSIONS

The textile manufacturing organization is a commercial entity set up with a motto to generate the profit by offering desired products and services. But, this motto does not permit to have desired product in the expense of human health and exploitation. From the study, it has been found that the workers leave the organization because of the factors, which affects their physical, psychological, social and economic health. This study concludes that attrition rate can be brought down by designing, developing and implementing employee friendly holistic business environment. The key intellectual resource can be preserved and nourished with the control of attrition and this will enable the organization to sustain in the globalized market by delivering competitive products and services

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