

# A Study On Employee Turnover with Reference to Quantum Pvt.Ltd

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## INTRODUCTION

### LABOUR TURNOVER

In Human Resource context, turnover is the act of replacing an employee with a new employee . Partings between organizations and employees may consists of termination, retirement, death, interagency transfers, and resignations. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leaving during a certain period of time. Organizations and industries as a whole measure their turnover rate during a fiscal or calendar year.

If an employer is said to have a high turnover rate relatives to its competitor, it means that employees of the company have a shorter average tenure than those of the other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novices. Companies will often track turnover internally across departments, divisions, or other demographic groups, such as turnover of women versus men. Most companies allow managers to terminate employees at any time, for any reason, or for no reason a all, even if the employee in good standing. Additionally, companies track voluntary turnover more accurately by presenting parting employees with surveys, thus identifying specific reasons as to why they may be choosing to resign. Many organization have discover that turnover is reduced significantly when issues affecting employees are addressed immediately and professionally. Companied try to reduce Labour turnover rates by offering benefits such as paid sick days, paid holidays and flexible schedules.

### Varieties

There are 4 types of turnovers: **Voluntary** is the first type of turnover, which occurs when a employee voluntarily chooses to resign from the organization. Voluntary turnover could be the result of a more appealing job offer, staff conflict, or lack of advancement opportunities.

The second type of turnover is **involuntary**, which occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position. Involuntary turnover could be a result of poor performance, staff conflicts, the at-will employment clause, etc.

The third type of turnover is **functional**, which occurs when a low-performing employee leaves the organization. Functional turnover reduces the amount of paperwork that a company must file in order to rid itself of a low-performing employee. Rather than having to go through the potentially difficult process of proving that an employee is inadequate, the company simply respects his or her own decision to leave.

The fourth type of turnover is **dysfunctional**, which occurs when a high-performing employee leaves the organization. Dysfunctional turnover can be potentially costly to an organization, and could be the result of a more appealing job offer or lack of opportunities in career advancement. Too much turnover is not only costly,

but it can also given an organization a bad reputation. However, there is also good turnover, which occurs when an organization finds a better fit with a new employee in a certain position. Good turnover can also transpire when an employee has outgrown opportunities within a certain organization and must move forward with his or her career in a new organization.

Turnover as with the non resolution of an employee asset issue (E.g. Cyber : Opportunity & risk) and their course of work in the digital era.

### **Types of Labour Turnover**

#### **1. Internal vs. external turnover**

Like recruitment, turnover can be classed as “internal” or external. Internal turnover involves employees leaving their current position, and taking a new position with the same organization. Both positive (such as increased morale from the change of task and supervisor) and negative (such as project/relational disruption,)of internal turnover exist, and thus this form of turnover may be as important to monitor as its external counterpart. Internal turnover might be moderate and controlled by typical HR mechanism, such as an internal recruitment policy or formal succession planning.

#### **2. Skilled vs. unskilled employees**

Unskilled position often have high turnover, and employee can generally be replaced without the organization or business incurring any loss of performance. The case of replacing these employees provides little incentive to employers to offer generous employment contracts; conversely; contracts may strongly favour the employer and lead to increased turnover as employees seek, and eventually find more favorable employment.

However, high turnover rates of skilled professionals can pose as a risk to the business or organization, due to the human capital(such as skills, training and knowledge) lost. Notably given the natural specialization of skilled professionals, these employees are likely to be re-employed within the same industry by a competitor. Therefore, turnover of these individuals incurs both replacement costs to the organization, as well as resulting in the competitive disadvantage to the business.

### **NEED OF THE STUDY**

- The success of any manufacturing organization depends largely on the workers, the employees are considered as the backbone of Quantum company Pvt. Ltd.
- The attrition rate of the company is 11.4%. So this study focused on why the attrition occurs and the possible ways to reduce it.
- The study was mainly undertaken to identify the level of employee’s attitude, the dissatisfaction factors they face in the organization and for what reason they prefer to change their job. Once the level of employee’s attitude are identified, it would be possible for the management to take necessary action to reduce attrition level. Since they are consider as backbone of the company, their progression will level to the success of the company for the long run.

- This study can be helpful in knowing, why the employees prefer to change their job and which factors make employee dissatisfied.

### **OBJECTIVES OF THE STUDY**

- The objective of the proposed study wants to show that there is a relationship/impact between organization culture, pay scale, evaluation by fair standard and tension and is directly or indirectly related with Labour turnover.
- The objective of this study is to know the organizational culture that effect on Labour turnover.
- Though this study we know the pay scale and employee satisfaction that prevail in market.
- Though this study we know how organization gives benefit to employee and how they evaluate the employee performance.
- To find out employees annual as well as average turnover rate.
- To measure the satisfaction level of employees in the organization.

### **SAMPLE DESIGN & METHODOLOGY:**

#### **DATA COLLECTION SOURCES:**

##### **Primary Data sources:**

Questionnaires are prepared and personal interview was conducted. Most of the questions are consists of multiple choices. The structured interview method was undertaken. The interview was conducted in English as well as in Telugu. Proper care was taken to frame the interview

Schedule in such a manner it should be easily understood in view of educational level of the employees. Generally 25 questions are prepared and asked to the employees.

##### **Secondary Data:**

The secondary data sources used for the study includes journals, company records, various books and internet.

##### **Data analysis:**

The data collected through various sources had been analyzed and interpreted using statistical tools like graphical representation charts. Following department was approached for survey during the project work:

- Human Resources Development Department
- Production process plants.

Secondary data is such data, which is already published, collected for some purpose other than the one confronting the researcher at a given point of time.

Information pertaining to Labour turnover organized over a period will be obtained by way of referring to record of the statistical departments, personnel departments, and Human Resource departments.

In-house magazines, journals, newspapers, any other published materials will be referring to in collection necessary data. For this project work, the secondary data was collected from the following.

- Library
- Internet

### **SAMPLE DESIGN:**

Random sample technique has been used for the collection of information

**SAMPLE SIZE:**

By using the sample technique 100 respondents selected for the purpose of study.

**DATA ANALYSIS:**

The data thus collected and analysis by using statistical techniques like percentages and graphs.

**PERCENTAGE METHOD:**

In this project percentage method test was used. The percentage method is used to know the accurate percentage of the data we took, it is easy to graph out through the percentage. The following are the formulas

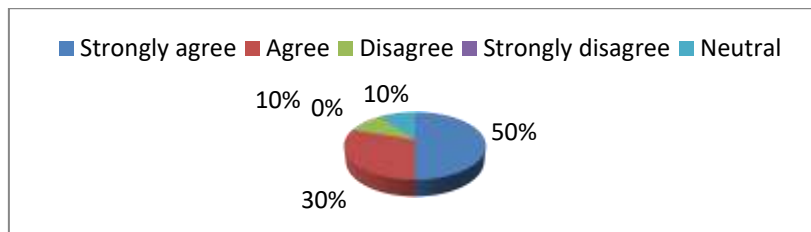
$$\text{Percentage of Respondent} = \frac{\text{No. of Respondent}}{\text{Total no. of Respondents}} * 100$$

From the above formula, we can get percentage of the data given by the respondents.

**DATA ANALYSIS & INTERPRETATION :**

**1. Is advancement opportunity have a direct affect on employee decision on leaving the job?**

Options	No.of respondents	Percentage
Strongly agree	50	50%
Agree	30	30%
Disagree	10	10%
Strongly disagree	0	0%
Neutral	10	10%
Total	100	100%

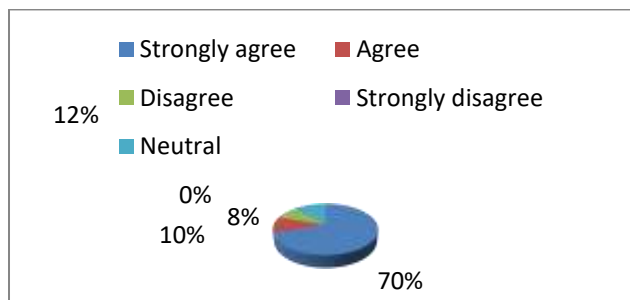


**INTERPRETATION:** From the above data can see that

- 50% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 30% are agree
- 10% are disagree
- 0% are strongly disagree
- 10% are neutral for having a direct affect on employees leaving the job.

**2. Are fringe benefits offered by the organization is necessary to retain the employees?**

Options	No.of respondents	Percentage
Strongly agree	70	70%
Agree	10	10%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	12	12%
Total	100	100%

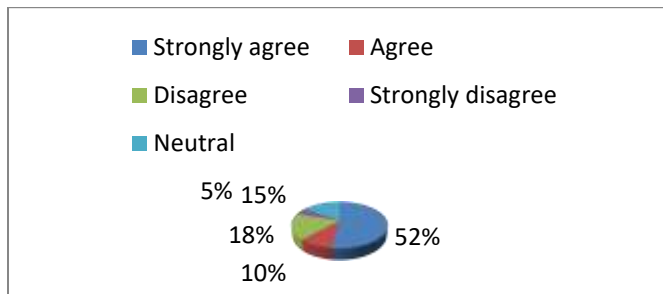


**INTERPRETATION:** From the above data can see that

- 70% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 10% are agree

- 8% are disagree
  - 0% are strongly disagree
  - 12% are neutral for offering the fringe benefits by the organization causes the retaining of employees.
- 3. Do you agree the commuting time (or) distance is an important factor for turnover?**

Options	No. of respondents	Percentage
Strongly agree	52	52%
Agree	10	10%
Disagree	18	18%
Strongly disagree	5	5%
Neutral	15	15%
Total	100	100%

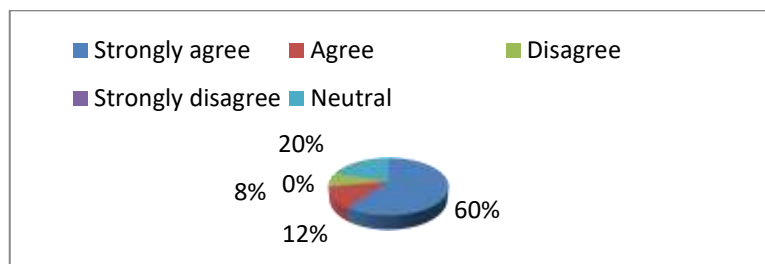


**INTERPRETATION:** From the above data can see that

- 52% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 10% are agree
- 18% are disagree
- 5% are strongly disagree
- 15% are neutral for the distance is the main reason of Labour turnover.

**4. Do you agree that insufficient challenge in a job makes you think of changing the company?**

Options	No. of respondents	Percentage
Strongly agree	60	60%
Agree	12	12%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	20	20%
Total	100	100%

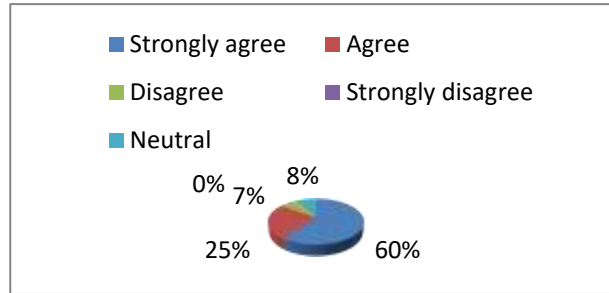


**INTERPRETATION:** From the above data can see that

- 60% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 12% are agree
- 8% are disagree
- 0% are strongly disagree
- 20% are neutral is the reason for changing the company due to insufficient challenge in the work.

**5. Does you think work stress is the main reason for changing the company?**

Options	No.of respondents	Percentage
Strongly agree	60	60%
Agree	25	25%
Disagree	7	7%
Strongly disagree	0	0%
Neutral	8	8%
Total	100	100%

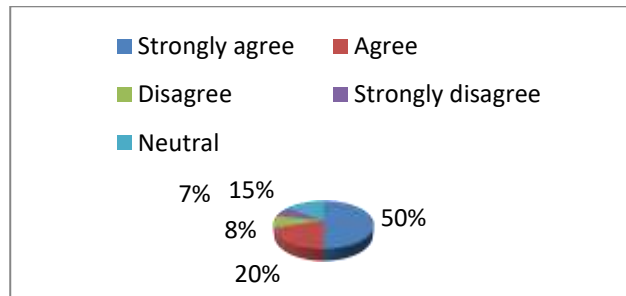


**INTERPRETATION:** From the above data can see that

- 60% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 25% are agree
- 7% are disagree
- 0% are strongly disagree
- 8% are neutral are the main reason for changing their company due to more work stress.

**6. Do you have a well balanced professional and personal life?**

Options	No. of respondents	Percentage
Strongly agree	50	50%
Agree	20	20%
Disagree	8	8%
Strongly disagree	7	7%
Neutral	15	15%
Total	100	100%

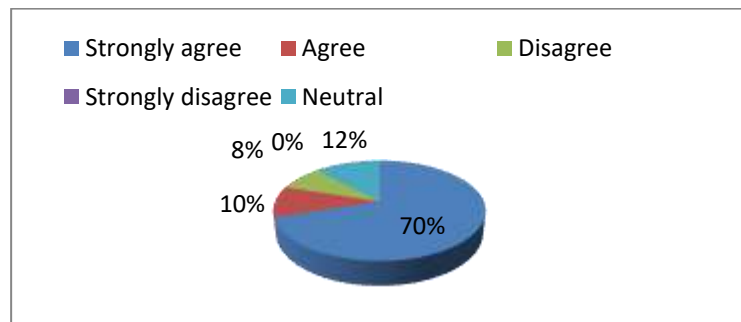


**INTERPRETATION:** From the above data can see that

- 50% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 20% are agree
- 8% are disagree
- 7% are strongly disagree
- 15% are neutral for balancing their personal and professional life.

**7. Does poor team work affect the work life which leads to turnover?**

Options	No. of respondents	Percentage
Strongly agree	70	70%
Agree	10	10%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	12	12%
Total	100	100%

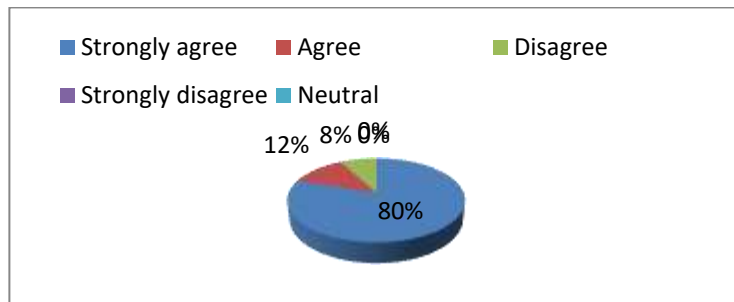


**INTERPRETATION:** From the above data can see that

- 70% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 10% are agree
- 8% are disagree

**10. Is inflexible working hours and work life imbalance having direct effect on turnover decision?**

Options	No. of respondents	Percentage
Strongly agree	80	80%
Agree	12	12%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	0	0%
Total	100	100%

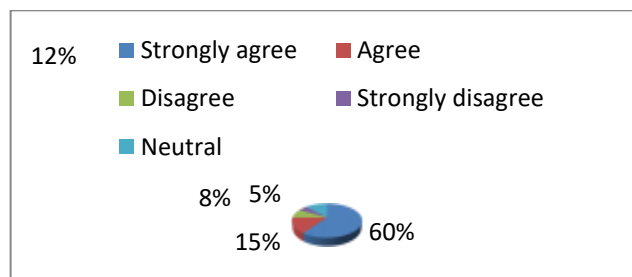


**INTERPRETATION:** From the above data can see that

- 80% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 12% are agree
- 8% are disagree
- 0% are strongly disagree
- 0% are neutral is the reason for turnover due to insufficient working hours.

**11. Does unfair pay increases affects the turnover decision?**

Options	No. of respondents	Percentage
Strongly agree	60	60%
Agree	15	15%
Disagree	8	8%
Strongly disagree	5	5%
Neutral	12	12%
Total	100	100%

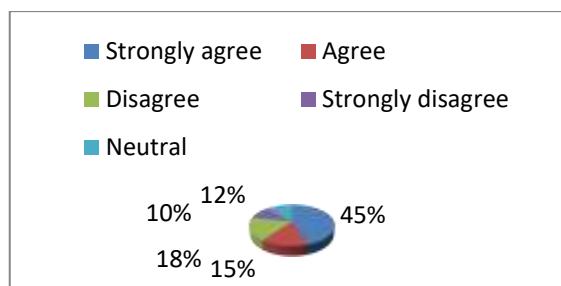


**INTERPRETATION:** From the above data can see that

- 60% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 15% are agree
- 8% are disagree
- 5% are strongly disagree
- 12% are neutral leads to turnover due to unfair pay.

**12. Does hostile environment for both the genders have great effect on turnover?**

Options	No. of respondents	Percentage
Strongly agree	45	45%
Agree	15	15%
Disagree	18	18%
Strongly disagree	10	10%
Neutral	12	12%
Total	100	100%

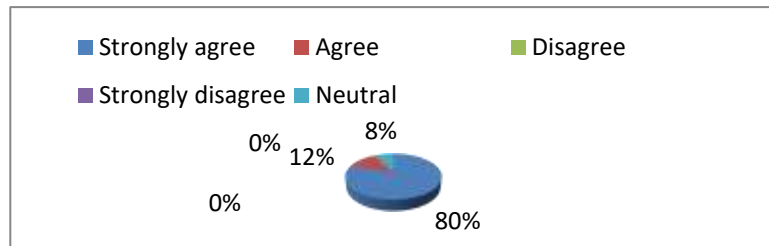


**INTERPRETATION:** From the above data can see that

- 45% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 15% are agree
- 18% are disagree
- 10% are strongly disagree

**13.Does job elimination have affect the turnover?**

Options	No. of respondents	Percentage
Strongly agree	80	80%
Agree	12	12%
Disagree	0	0%
Strongly disagree	0	0%
Neutral	8	8%
Total	100	100%

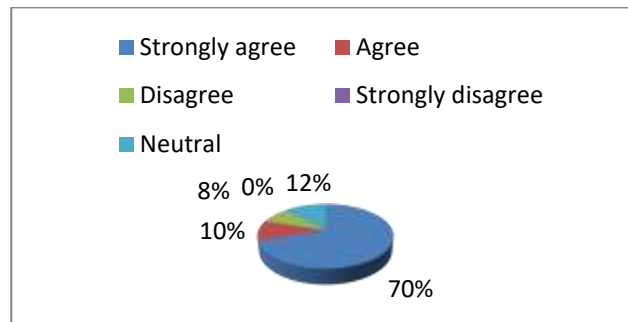


**INTERPRETATION:** From the above data can see that

- 80% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 12% are agree
- 0% are disagree
- 0% are strongly disagree
- 8% are neutral having the great affect on turnover due to job elimination.

**14.If job responsibility is not given, do you feel like leaving the job?**

Options	No. of respondents	Percentage
Strongly agree	70	70%
Agree	10	10%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	12	12%
Total	100	100%

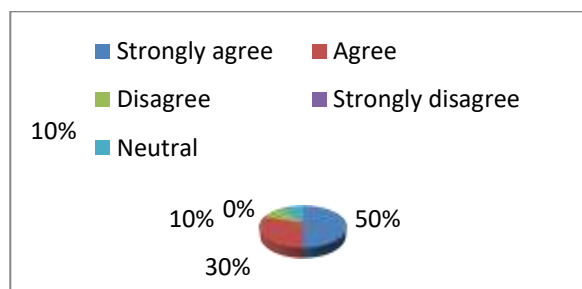


**INTERPRETATION:** From the above data can see that

- 70% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 10% are agree
- 8% are disagree
- 0% are strongly disagree
- 12% are neutral is the reason for leaving their job for not giving any job responsibilities.

**15.Does production incentive scheme/system have great affect on Labour turnover?**

Options	No. of respondents	Percentage
Strongly agree	50	50%
Agree	30	30%
Disagree	10	10%
Strongly disagree	0	0%
Neutral	10	10%
Total	100	100%



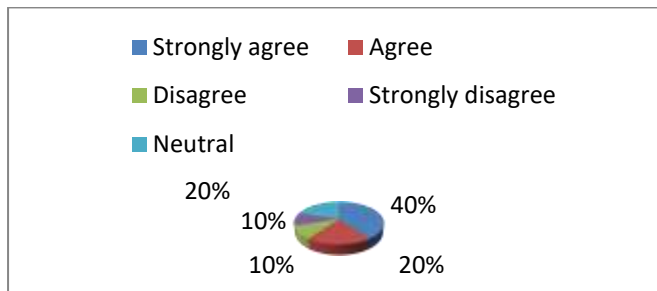
**INTERPRETATION:** From the above data can see that

- 50% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 30% are agree
- 10% are disagree
- 0% are strongly disagree
- 10% are neutral having a great affect on Labour turnover due to production incentive scheme.



**16. Do you agree that uncaring leadership for employees affects the retention rate?**

Options	No. of respondents	Percentage
Strongly agree	40	40%
Agree	20	20%
Disagree	10	10%
Strongly disagree	10	10%
Neutral	20	20%
Total	100	100%

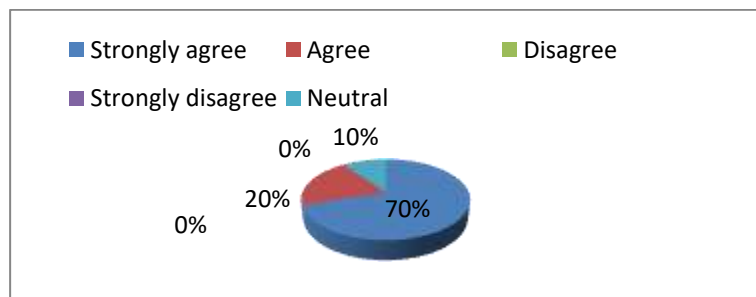


**INTERPRETATION:** From the above data can see that

- 40% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 20% are agree
- 10% are disagree
- 10% are strongly disagree
- 20% are neutral having a great affect on retention rate due to uncaring leadership.

**17. If you are not allowed to do your job by your own, you feel bored and intend to leave the job?**

Options	No. of respondents	Percentage
Strongly agree	70	70%
Agree	20	20%
Disagree	0	0%
Strongly disagree	0	0%
Neutral	10	10%
Total	100	100%

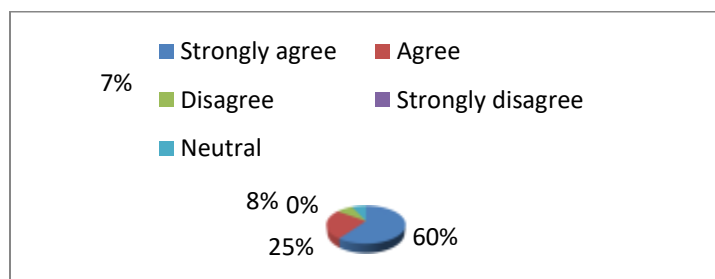


**INTERPRETATION:** From the above data can see that

- 70% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 20% are agree
- 0% are disagree
- 0% are strongly disagree
- 10% are neutral are feel bored that intended to leave the job.

**18. Employee recognition does helps in employee retention?**

Options	No. of respondents	Percentage
Strongly agree	60	60%
Agree	25	25%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	7	7%
Total	100	100%

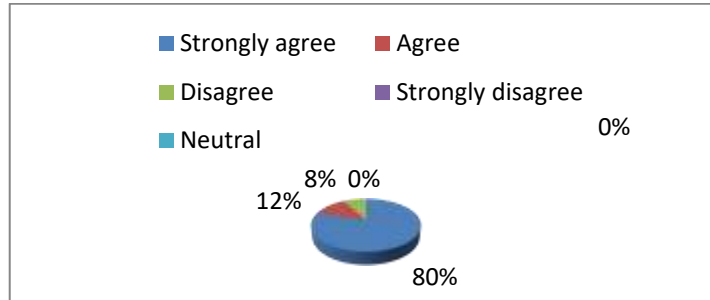


**INTERPRETATION:** From the above data can see that

- 60% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 25% are agree
- 8% are disagree

**19. Does overtime and payment for overtime is affect your job?**

Options	No. of respondents	Percentage
Strongly agree	80	80%
Agree	12	12%
Disagree	8	8%
Strongly disagree	0	0%
Neutral	0	0%
Total	100	100%

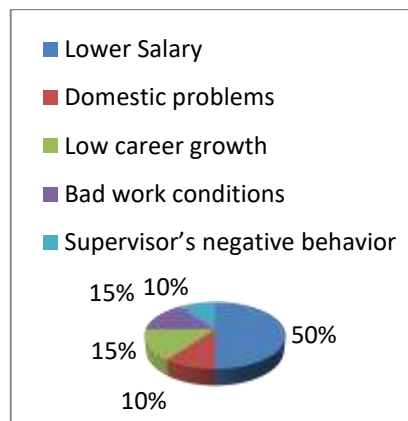


**INTERPRETATION:** From the above data can see that

- 70% of workers at Brandix clothing India pvt.ltd. in are strongly agree
- 10% are agree
- 8% are disagree
- 0% are strongly disagree
- 12% are neutral is the reason of payment of overtime leads to leave their jobs.

**20. Which of the following factors most influence your decisions to leave your job?**

Options	No. respondent	Percentage
Lower Salary	50	50%
Domestic problems	10	10%
Low career growth	15	15%
Bad work conditions	15	15%
Supervisor's negative behavior	10	10%
Total	100	100%



**INTERPRETATION:** From the above data can see that

- 50% of workers at quantum clothing India pvt.ltd. in Brandix are the reason for low salary
- 10% are the reason for domestic problems
- 15% are the reason for low career growth
- 15% are the reason for bad working conditions
- 10% are the reason for supervisor negative behavior.

## FINDINGS

The main reasons why employees turnover against the Organizations are:

- Inflexible working hours and imbalance in work life which is mainly common in female employees while they need to stay in odd hours and have to make balance in both their professional and personal life.
- The Other main reason is the improper Job elimination of a Co-Worker, and the threaten of Job elimination among workers which the officials used to attain for more productivity lending to negative effects on workers.
- Not offering the minimum benefits from the Organization.
- Dishonest and unethical leader has played a major role in employees turnover.
- Poor coordination between the team members may cause issues among them leads to turnover.
- Not receiving the responsibilities for employees who is eligible makes the employee unrecognizable among the company.
- Stress in the work and odd working conditions causes employees to have a second thought to leave the organization.
- Not having proper working conditions and environment in the industry is also one of the main reason to Labour turnover.
- Not providing regular salaries and the incentives of the company to the employees causes negative impact among employees.
- Not allowing an employee to learn and to do his job on his own and not providing challenging job makes him bored and intend to leave his/her job.
- Making the workers to work overtime and in odd hours even when the company is low in production and lag in payment of overtime work causes employees to turnover.
- Negative behavior of supervisor on his employees and not helping them to be better causes employees to have a negative impression in the Organization.
- Low career growth cause the employees to lose interest in their job and their will try to look after better positions in other companies.
- Unfair pay in salaries among employees cause them to turnover.
- Domestic problems have a low percentage in employees to turn against the company.

**SUGGESTIONS:**

Suggestions for an Organization to keep employees being satisfying and to keep working in the organization

- To maintain good working conditions and providing flexible working hours for women after having proper discussion with employees.
- Supervisor trying to introduce some fear in to the employees by threatening them of job elimination to increase productivity in work actually yielding negative results.
- The upper management should have positive impact on the employees which makes them to respond better in their work causing more productivity.
- Offering incentives and benefits from the organization gives positive impact among employees.
- Having a honest and ethical leader who himself have positive impact on the organization stands as a role model to other employees.
- People intend to work in teams and organization taking good team players have more productivity and bonding among employees.
- Making the work area a stress free environment.
- Providing a fair pay and promotions or increments regularly.
- Having interesting work and giving employees a chance to excel in other areas.
- To have regular meetings and interactive sessions with employees this will get to know the problems in people which can help the organization to improve.

**CONCLUSION**

- Turnover is a burning issue for any organizations.
- For the steady productivity of an organization it is essential to maintain skilled workforce.
- But most of the times it is very difficult to control the turnover rate within the organization.
- They are so many factors that affect turnover:
- The factors are opportunity for growth and promotion outside, compensation, working conditions, work timings/shifts, relationship with managers, location of the organization, opportunity to use skills and work load are the major reasons for Labour turnover.
- To reduce turnover have to consider so many factors such as; relationships among wage and salary structure, compensation, fringe benefits, location advantage, job security
- To integrate all these factors show a new way to control turnover.

## ANNEXURE

## QUESTIONNAIRE

## A STUDY ON LABOUR TURNOVER AT QUANTUM CLOTHING INDIA PVT.LTD IN BRANDIX

Study on Labour turnover at QUANTUM CLOTHING INDIA PVT.LTD IN BRANDIX.

Sir/Madam,

We are M.B.A. Students doing project in quantum clothing India pvt.ltd in Brandix, on topic "LABOUR TURNOVER" We Request you Sir/Madam, to spare your valuable time for given information.

EMPLOYEE NAME :

EMPLOYEE NO. :

DESIGNATION. :

DEPARTMENT :

**1. Is advancement opportunity have an direct affect on employee decision on leaving the job?**

- A) Strongly agree                      B) Agree  
C) Disagree                              D) Strongly disagree  
E) Neutral

**2. Are fringe benefits offered by the organization is necessary to retain the employees?**

- A) Strongly agree                      B) Agree  
C) Disagree                              D) Strongly disagree  
E) Neutral

**3. Do you agree the commuting time (or) distance is an important factor for turnover?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**4. Do you agree that insufficient challenge in a job makes you think of changing the company?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**5. Does dishonest and unethical leader affect your job?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**6. Does you think work stress is the main reason for changing the company?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**7. Do you have a well balanced professional and personal life?**

- A) Strongly agree                                      B) Agree  
C) Strongly disagree                                  D) Disagree  
E) Neutral

**8. Does conflict with immediate supervisor (or) co-worker have a direct effect on turnover decision?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**9. Does poor team work affect the work life which leads to turnover?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**10. Is inflexible working hours and work life imbalance having direct effect on turnover decision?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**11. Does unfair pay increases affect the turnover decision?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**12. Does hostile environment for both the genders have great effect on turnover?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**13. Does job elimination have affect the turnover?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**14. If job responsibility is not given, do you feel like leaving the job?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**15. Does production incentive scheme/system have great affect on Labour turnover?**

- A) Strongly agree                      B) Agree  
C) Strongly disagree                  D) Disagree  
E) Neutral

**16. Do you agree the uncaring leadership for employees affects the retention rate?**

- A) Strongly agree                      B) Agree  
 C) Strongly disagree                  D) Disagree  
 E) Neutral

**17. If you are not allowed to do your job by your own, you feel bored and intend to leave the job?**

- A) Strongly agree                      B) Agree  
 C) Strongly disagree                  D) Disagree  
 E) Neutral

**18. Employee recognition does helps in employee retention?**

- A) Strongly agree                      B) Agree  
 C) Strongly Disagree                  D) Disagree  
 E) Neutral

**19. Does overtime and payment for overtime is affect your job?**

- A) Strongly agree                      B ) Agree  
 C) Strongly disagree                  D) Disagree  
 E) Neutral

**20. Which of the following factors most influence your decision to leave your job?**

- A) Lower salary                        B) Domestic problems  
 C) Low career growth                D) Bad working conditions  
 E) Supervisor's negative behavior

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