INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESIS (ES)

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

LIMITATIONS

SCOPE FOR FURTHER RESEARCH

REFERENCES

APPENDIX/ANNEXURE

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.

- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

UNPUBLISHED DISSERTATIONS

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

A STUDY ON FACTORS INFLUENCING EMPLOYEE SATISFACTION LEVEL AND TURNOVER WITH RESPECT TO GARMENT MANUFACTURING UNITS IN CHENNAI

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ABSTRACT

One of the main drivers of an organization is to elevates its profit, incessantly. It can be achieved by constant enrichment of the 7Ms. Among them Men, the workforce, of the organization plays a dynamic role in. To enrich and retain such employee workforce is vital and challenging, nowadays. The employees may change from one organization to another for varied reasons. It may influence adversely the progress of the organization and increase its turnover rates. The major factors perceived to contribute to employee turnover were remuneration, high production expectations and lack of individual respect accorded to the workers in the course of daily working scenarios. To understand the reasons for the employees' turnover and to formulate the factors to retain them are challenging. Especially in the manufacturing sector needs careful attention when compared to other sectors. A survey conducted by an organization stated that the manufacturing sector suffers from 8.4 percent attrition rate. Hence, it was decided to study the satisfaction level of the employees in various manufacturing units in Chennai and to know the factors that influence the turnover rate. Both primary and secondary data were collected. The major findings of the study revealed that majority of the employees are satisfied. The results revealed that the major reason for turnover is their working environment, both physical and mental.

KEYWORDS
employee- satisfactory level, turnover, retention

JEL CODES
M12, J28, J63.

INTRODUCTION

It's not about money. It's about the people you have, and how you're led."

Steve Jobs

As the above quote says, it's very essential and challenging to manage human resources of any organization. Though there exists an exclusive HR manager (with any nomenclature) to handle the issues related to the workforce, nevertheless, every employee from top level to bottom level plays a vital role in persuading the employees' turnover and retention. This study aims to understand such influencing factors in garment manufacturing units in and around Chennai.

The textile sector is one of the oldest industries and one of the largest employers in Indian. The textile sector offers huge employment opportunities for Indian people, especially for the people reside in rural area, employed more than 45 million people in 2017-18. It contributes nearly two percent to the GDP of India and 15 per cent to the export earnings of India in 2017-18 (India brand equity foundation, 2019).

A survey conducted, among 272 organization across 18 sectors, by KPMG Annual Compensation Trends Survey India 2018 stated that top 3 reasons reported for attrition are: Better Pay Elsewhere (28.1%), Better Career Opportunity (23.4%) and Personal Reasons (19.6%). The attrition rate may vary from sector to sector. The highest being the retail. The manufacturing suffers with 8.4% (KPMG in India's Annual Compensation Trends survey 2018-19, 2018). It seems that the one consistent truth across every type of worker, regardless of age, gender, ethnicity, or geography, is that compensation is king for both recruiting and retention (Sayak, 2018).

CONCEPTUAL FRAMEWORK

The terms "Attrition" and "Turnover", though used interchangeably, they differ from each other. Attrition is the normal life cycle of employment. Employees who move, retire, pass away or leave the company to raise a family or attend school represent the usual ebb and flow of staffers through a business. In other words, when it comes to attrition, employees are leaving not because they have a problem with your company or their jobs – it's a matter of life unfolding. Attrition tends to be higher in companies located in transient cities and in organizations that hire older employees as a matter of practice (McQuerrey, 2019).

Employee turnover is a term that applies to employees who leave the company due to termination, taking a better job, or because they felt there was no room for growth, or worse, that they were dealing with a hostile or discriminatory work environment. A turnover rate says more about a company than it does an employee. A high turnover rate typically means working conditions are not optimal, pay is below market average, or staffers are not well trained. Concurrently, a low turnover rate is indicative of a work environment where staffers feel appreciated, work as a team, have room to move up the corporate ladder, and are satisfied with their jobs (McQuerrey, 2019).

TABLE NO. 1: DIFFERENCE BETWEEN ATTRITION AND TURNOVER

Attrition	Turnover
An employee retires or when the employer eliminates the position	An employee may leave the organization for varied reasons such as moving for career growth and so on.
The company may not fill the vacancy or may eliminates the position	The company may seek someone to replace/ fill the vacancy.
Attrition Rate = $\dfrac{\text{Number of employees who left for a period}}{\text{Total no. of employees for a period}} \times 100$	Annual Turnover Rate = $\dfrac{\text{No. of employees who left}}{\text{(Beginning + ending number of employees)/2}} \times 100$

REVIEW OF LITERATURE

The following reviews discuss on the different factors that influence employees' satisfaction level and turnover rate.

A study intended to find the significant effects of four dimensions that influence attrition, namely work related, employer related, employee skill related and compensation. The results revealed: factor related to work related issues have the highest effect on attrition. Factors pertaining to employer related issue and skill of employees have almost the same effect. Interestingly, the compensation has the lowest effect on attrition. It means that employees give more importance to the quality of job and employer's treatment than salary. It implies that employers should be more careful in assigning tasks to particular employees and a work group, based on the employee's interest. It is inevitable to identify the reasons for people leaving/ staying in the organization. In particular, the retention strategy should address Pay, Job design, Performance, Training, Career development, Commitment, lack of cohesiveness, Dissatisfaction and Conflict with managers& supervisors, Recruitment, selection and Promotion (Armstrong, 2004).

Another study which contradict the previous results identified that lack of growth opportunities and salary are the major factors which force employees to change their jobs. To reduce attrition, industries should create some opportunities for the growth of their employees within the organization by adopting new Innovative

Technologies and Effective training programs. The company should also think of recruiting people who are in the vicinity of the industry, so that the family related problems will not lead to attrition (Adhikari, 2009).

An article discussing on attrition in various industries articulates that money alone is not the only reason for attrition. Factors like recognition at work place, stress at work place, conflict with bosses, improper career management are responsible for the attrition across various industries. Present retention strategies are not sufficient to retain the employees in the industries. The researcher also identified an association between their level of employment and attrition rate. The level of attrition is highest at junior staff due to easy entry and exit in the organization due to which attrition at junior level employee is to be seen at higher level than at top and middle management level employees. Superior subordinate disharmonious relationship at work place also becoming reasons of attrition (Sambhaji V. & Jojare, 2012).

The retention strategies designed should be such that the retentive forces are maximized and the debilitating forces are minimized. An attempt should be made not to orchestrate the retention strategies in isolation, but ensure that it forms a part of the overall strategy for fortifying the pull on the human talent, which includes sourcing, staffing and development strategies in addition. It should also be noted here that retention policies should be highlighted on par with other policies so as to ascertain that the employees feel they are highly valued. Once the employees working in the organization are made to feel that the organization holds a high degree of attachment towards them, the employee morale will improve and reduces turnover cost and knowledge loss will reduce thereby increasing the organizational efficiency and effectiveness (Soundarapandiyan & Ganesh, 2015).

A study to analyze the factors affecting employee turnover in medium scaled apparel industry in Srilanka concluded that work life balance, upward mobility and routinization become the core factors while pay does not become a core factor to set a felling in the mind of employees to leave the job (Rajapaksha, 2015). It is enviable for organizations to plan, an employee retention strategy by identifying and prioritizing important key employees who present a current or future reten-tion risk (Ajaya Kumar & Gadkar, 2016).

A study to understand the attrition in garment industries revealed that multiple factors contributed to employee turnover in different rates in different companies. The primary data was collected from 106 employees in garment industries located in Bangalore district. The major factor perceived to contribute to employee turnover was remuneration, high production expectations and lack of individual respect accorded to the workers in the course of daily working scenarios (Firdose, Attrition In Garment Industries: A Study From Human Resource Management Paradigm., 2017).

REVIEWS ON GENDER DIFFERENCE
Few studies related to gender difference are reviewed below:

Though there are many studies piloted to understand the relationship between gender and turnover in an organization, could not be narrowed down to a general inference. It may vary from the industry to industry and are specific in nature. This is also justified by another study. Male and female groups perceived their work environment similarly, however, the results confirmed that gender was a significant explanatory of actual turnover but *lot* of intent. The results, also, help explain the inconsistent results linking gender to turnover, as well as emphasize that gender differences are crucial to understanding the development of a turnover decision (Weisberg & Kirschenbaum, 1993).

A case studied in exploring the relationship between gender difference in labour turnover proposed that observed gender differences in labor turnover in the twentieth century can be attributed, at least in part, to the specific employment policy decisions of firms. The results of the analysis raised a question on the assumption that the higher rate of female turnover is exogenously determined (Owen, 2001).

A study to understand the gender diversity in various field was conducted. The findings indicate that organizational gender diversity among female employees leads to lower turnover intentions, but do not affect their degree of job-satisfaction – and it has in general no effect on men's job-satisfaction nor turn-over intentions. Hence, the overall indication is an asymmetric effect across the gender category. However, there are occupational differences (Nielsen & Madsen, 2015).
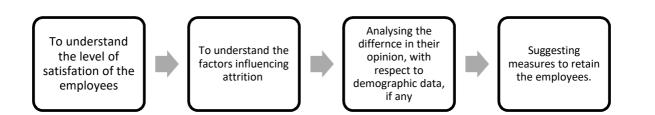
Based on the above reviews on gender difference, the hypotheses H_2 and H_3 are tested.

OBJECTIVES
1.   To know the satisfaction level of employees with respect to various factors.
2.   To know the factors influencing the turnover rate.
3.   To suggest the ways to reduce the turnover rate, if any.

FRAMEWORK OF THE STUDY
RESEARCH METHODOLOGY

Particulars	Description
Research design	Descriptive in nature
Primary data	The primary data were collected through structured questionnaire followed by the discussions with Management and employees of manufacturing units located in Chennai.
Secondary data	Previous studies, periodicals Analytical and from various published sources
Sampling method	Convenience sampling
Sample size	364
Statistical tools used for analysis	Descriptive: Percentage Inferential: Chi-square test, Student's t-test

There are around 100 garment and textile units in and around Chennai, in which 10 units are selected on a convenient basis. The responses are collected from the employees at all levels. Descriptive research design is used. The convenience sampling technique was used to select the samples. The sample size is 364.

HYPOTHESES
H_1: There is no association between job satisfaction and demographic factors such as gender, age, marital status, level of employment
H_2: There is no significant relation between gender and factors that influence satisfactory level.
H_3: There is no significant relation between gender and factors that influence turnover.

DATA ANALYSIS

Analysis and inferences of primary data are discussed below.

(I)   DEMOGRAPHIC DATA OF THE RESPONDENTS

The demographic data of the respondents are presented in the following table:

TABLE NO. 2: DEMOGRAPHIC DATA OF THE RESPONDENTS'

Attributes		Respondents		Attributes		Respondents	
		Number	Percentage			Number	Percentage
Gender	Male	192	53	Marital status	Single	141	39
	Female	172	47		Married	223	61
Age Group (In years)	20-30	199	55	Educational qualification	10th std	151	42
	30-40	129	35		12th std	107	29
	40- 50	26	7		UG	29	8
	More than 50	10	3		PG	25	7
					Others	52	14
Level of employ-ment	Low	323	89	Experience (in years)	Less than 5	251	69
	Middle	16	4		5-10	86	24
	Top	25	7		10-15	17	5
Monthly income (in Rs.)	Less than 10,000	279	77		15-20	8	2
	10,000-20,000	64	18		More than 20	2	1
	20,000-30,000	11	3				
	30,000-40,000	3	1				
	40,000-50,000	4	1				
	Above 50,000	3	1				

(Source: Primary data)

The above highlights that approximately 56 percent of the respondents working in the garment industry are male. The majority of the respondents age group is between 20 and 40 years, majority of them are married, most of them are literate and around thirty percent of them are experienced more than 5 years.

(II)   JOB SATISFACTION OF THE RESPONDENTS

(a)   To identify, how many of the respondents are satisfied with their current job, a question was included and the data for the same is tabulated below:

TABLE NO. 3: JOB SATISFACTION OF THE RESPONDENTS'

Job satisfaction	Respondents	
	Number	Percentage
Yes	316	87
No	48	13

Source: Primary data

It is clear from the above table that 87 percent of the employees are satisfied with their job, in the organization.

(b)   Satisfactory level of respondents with respect to demographic factors

The hypothesis (H_1) was tested using Chi-square test and presented below to understand the existence of association between job satisfaction and demographic factors.

TABLE NO. 4: RELATIONSHIP BETWEEN JOB SATISFACTION AND DEMOGRAPHIC FACTORS OF THE RESPONDENTS

Demographic factors		Job satisfaction		Chi-square value	P- Value
		Yes	No		
Gender	Male	175	17	6.663	0.010*
	Female	141	31		
Age Group (In years)	20-30	175	24	1.284	0.864
	30-40	110	19		
	40- 50	22	4		
	More than 50	9	1		
Marital status	Single	124	17	0.257	0.612
	Married	192	31		
Level of employment	Low	280	43	3.449	0.178
	Middle	16	0		
	Top	20	5		
Educational qualification	10th std	132	19	5.910	0.206
	12th std	97	10		
	UG	25	4		
	PG	22	3		
	Others	40	12		
Monthly income (in Rs.)	Less than 10,000	239	40	3.675	0.597
	10,000-20,000	57	7		
	20,000-30,000	11	0		
	30,000-40,000	3	0		
	40,000-50,000	3	1		
	Above 50,000	3	0		
Experience (in years)	Less than 5	221	30	2.362	0.670
	5-10	72	14		
	10-15	15	2		
	15-20	6	2		
	More than 20	2	0		

(Source: Primary data, *- Significant at 5 percent level)

From the above table it is very clear that there is no association between job satisfaction and their demographic factors, except for gender. Nevertheless, there exist association between gender and job satisfaction, the association give the impression to be very weak, as the phi- value is less than 0.15.

(c) Satisfactory level of respondents with respect to various factors

The following table reveals the ranks given by the respondents to various factors based on their satisfactory level. It was also intended to test the hypothesis, H_2, using student's t test and the results are tabulated below.

TABLE NO. 5: SATISFACTORY LEVEL OF THE RESPONDENTS

Rank	Factors	Mean Rank	Male	Female	t- Value	P- Value
1	Relationship with colleague	3.41	3.50	3.32	1.569	0.118
2	Physical working condition	3.39	3.51	3.26	2.470	0.014*
3	Relationship with supervisor	3.32	3.34	3.30	0.424	0.672
4	Welfare facilities	3.30	3.38	3.20	1.846	0.066
5	Relationship with subordinates	3.27	3.37	3.16	2.010	0.045*
6	Reward system	3.27	3.28	3.15	1.320	0.188
7	Salary	3.21	3.24	3.14	0.970	0.333
8	Policy and procedure	3.19	3.34	3.19	1.333	0.183
9	Recognition	3.15	3.22	3.06	1.662	0.097
10	Career growth opportunities	3.08	3.16	2.99	1.637	0.103

(Source: Primary data, *- Significant at 5 percent level)

The respondents were asked to rate the factors that highly contribute to the employee satisfaction in an organization. The above table undoubtedly represents that the respondents have rated that the relation among the colleagues highly influencing factor and career growth opportunities as least influencing factor for their job satisfaction. It is also interesting to note that there is no significant difference between male and female with respect to other factors except for Physical working condition and relationship with subordinates at 5 percent level of significance.

TABLE NO. 6

Policy and procedure	.438
Physical working condition	.681
Welfare facilities	.578
Salary	.353
Relationship with supervisor	.828
Relationship with colleague	.996
Relationship with subordinate	.478
Career growth opportunities	.028
Reward system	.490
Recognization	.021

FACTORS INFLUENCING TURNOVER RATE

To know the opinion of the respondents with respect to the factors that contribute to the turnover rate, they were asked to rate the following parameters. Based on the rating given the factors are presented below.

TABLE NO 7: FACTORS INFLUENCING TURNOVER

Rank	Factors	Mean	Male	Female	t- Value	P- Value
1	Working condition	4.27	4.25	4.29	-0.490	0.624
2	Quality of work life	3.96	4.01	3.90	1.357	0.176
3	Better salary	3.62	3.70	3.51	1.635	0.103
4	Incentives	3.58	3.67	3.46	1.913	0.057
5	Opportunities	3.47	3.28	3.00	2.335	0.020*
6	Promotion policies	3.16	3.18	2.74	3.310	0.001**
7	Relationship with the boss	2.98	2.81	2.45	2.327	0.021*
8	Relationship with the peers	2.65	2.61	2.32	1.839	0.067
9	Career growth	2.48	2.21	2.31	-1.162	0.246
10	Unrecognized work	2.25	1.71	1.47	2.943	0.003**

(Source: Primary data, *- Significant at 5 percent level, **- Significant at 1 percent level)

From the above, it is apparent that working environment and quality of workable of the respondents are the major factors that influence the turnover rate. The unrecognized work may be the last reason to leave the organization. However, there exist a significant difference with respect to the gender in few factors. When the hypothesis H_3, was tested, it is inferred that there exists a significant difference at 5 percent level for the factors opportunities and relationship with the boss whereas at 1 percent level there exists a significant difference in promotion policies and unrecognized work.

FINDINGS

o   The employees of the manufacturing units in Chennai city are highly satisfied with their job with respect to their relationship with their colleagues and working conditions. They are least satisfied with their career growth. It is also found that the employees join at lower level (like helper) have opportunities to further move to middle level (like tailor, supervisor) whereas the employees joining as management trainee or at middle level recognized less growth opportunities.

o   The experienced employees in the organization are of the opinion that they are not being recognized and there is no career growth in the organization. However, only approximately 12 percent of them are willing to leave the organization, the reasons being family commitments, not willing to move to a new place and so on.

o   Female employees are less satisfied with the prevailing working conditions than the male employees and also less satisfied with their subordinates than the male employees.

o   The main reasons noted for leaving an organization are working condition and quality of work life. They also transfer to new organization for better pay. The male employees are much concerned about their promotions and growth opportunities than female, as they play a major role in improving their economic status of their family.

SUGGESTIONS AND CONCLUSION

The study on a whole reveal that the employees in the garment units are much concerned about the working environment (both physical and psychological). The major reason they have quoted to leave the organization is also the same. It is also found that there exists difference in their satisfactory level of male and female. In this regard, due care may be taken to ensure the availability of comfortable working environment and congenial relationship with their colleagues. This may

reduce the turnover rate. Employer should also guarantee better pay and growth opportunities. To rise the morale of the employees, recreational facilities, team building programmes may be organized.

LIMITATIONS

The results of the research are based on the data and opinion given by the respondents during the study period. Hence, that may not be generalized. However, they may be referred for future researches.

SCOPE FOR FUTURE RESEARCH

The scope of the research may be extended to other cities of Tamilnadu, where numerous manufacturing units are located.

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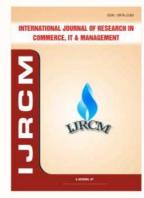# DISCLAIMER

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