INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT



A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at:

Ulrich's Periodicals Directory ©, ProQuest, U.S.A., Cabell's Directories of Publishing Opportunities, U.S.A., Google Scholar, dian Citation Index (ICI), J-Gage, India [link of the same is duly available at Inflibnet of University Grants Commission (U.G.C.)]

Index Copernicus Publishers Panel, Poland with IC Value of 5.09 (2012) & number of libraries all around the world. Circulated all over the world & Google has verified that scholars of more than 6408 Cities in 196 countries/territories are visiting our journal on regular basis. Ground Floor, Building No. 1041-C-1, Devi Bhawan Bazar, JAGADHRI – 135 003, Yamunanagar, Haryana, INDIA

http://ijrcm.org.in/

ii

CONTENTS

Sr.	TITLE & NAME OF THE AUTHOR (S)	Page			
No.	$\mathbf{HILE} \otimes \mathbf{NAME} \mathbf{OF} \mathbf{HIE} \mathbf{AUTHOR} (\mathbf{S})$				
1.	CUSTOMER SATISFACTION OF E-BANKING SERVICES OF SBI IN DHARWAD DISTRICT, KARNATAKA	1			
	BHUVANESHWARI GOJANUR & Dr. S S HUGAR				
2.	A STUDY ON FACTORS INFLUENCING EMPLOYEE SATISFACTION LEVEL AND TURNOVER WITH RESPECT TO GARMENT MANUFACTURING UNITS IN CHENNAI	5			
	Dr. A. SASIREKHA				
3.	HUMAN RESOURCE PRACTICES IN NTPC	10			
	Dr. TAJINDER KAUR				
4.	A CONCEPTUAL STUDY ON THE MODELS IN SERVICE SECTOR AND THE ADVANCEMENT OF SERVICE SECTOR	15			
	SINDU AKILESH				
5.	A STUDY ON CONSUMERS' EXPECTATIONS TOWARDS PASSENGER CARS IN KOVILPATTI	19			
	Dr. C. MUTHULAKSHMI & A. MUTHU SARAVANAN				
	REQUEST FOR FEEDBACK & DISCLAIMER	27			

FOUNDER PATRON

Late Sh. RAM BHAJAN AGGARWAL

Former State Minister for Home & Tourism, Government of Haryana Former Vice-President, Dadri Education Society, Charkhi Dadri Former President, Chinar Syntex Ltd. (Textile Mills), Bhiwani

CO-ORDINATOR

Dr. BHAVET Former Faculty, Shree Ram Institute of Engineering & Technology, Urjani

ADVISOR

Prof. S. L. MAHANDRU Principal (Retd.), Maharaja Agrasen College, Jagadhri

<u>EDITOR</u>

Dr. PARVEEN KUMAR

Professor, Department of Computer Science, NIMS University, Jaipur

CO-EDITOR

Dr. A. SASI KUMAR

Professor, Vels Institute of Science, Technology & Advanced Studies (Deemed to be University), Pallavaram

EDITORIAL ADVISORY BOARD

Dr. CHRISTIAN EHIOBUCHE

Professor of Global Business/Management, Larry L Luing School of Business, Berkeley College, USA

Dr. SIKANDER KUMAR

Vice Chancellor, Himachal Pradesh University, Shimla, Himachal Pradesh

Dr. JOSÉ G. VARGAS-HERNÁNDEZ

Research Professor, University Center for Economic & Managerial Sciences, University of Guadalajara, Guadalajara,

Mexico

Dr. RAJENDER GUPTA

Convener, Board of Studies in Economics, University of Jammu, Jammu

Dr. D. S. CHAUBEY

Professor & Dean (Research & Studies), Uttaranchal University, Dehradun

Dr. TEGUH WIDODO

Dean, Faculty of Applied Science, Telkom University, Bandung Technoplex, Jl. Telekomunikasi, Indonesia

Dr. S. P. TIWARI

Head, Department of Economics & Rural Development, Dr. Ram Manohar Lohia Avadh University, Faizabad

Dr. BOYINA RUPINI

Director, School of ITS, Indira Gandhi National Open University, New Delhi

Dr. KAUP MOHAMED

Dean & Managing Director, London American City College/ICBEST, United Arab Emirates

Dr. MIKE AMUHAYA IRAVO

Principal, Jomo Kenyatta University of Agriculture & Tech., Westlands Campus, Nairobi-Kenya

Dr. M. S. SENAM RAJU

Professor, School of Management Studies, I.G.N.O.U., New Delhi

Dr. NEPOMUCENO TIU

Chief Librarian & Professor, Lyceum of the Philippines University, Laguna, Philippines

Dr. A SAJEEVAN RAO

Professor & Director, Accurate Institute of Advanced Management, Greater Noida

Dr. H. R. SHARMA

Director, Chhatarpati Shivaji Institute of Technology, Durg, C.G.

Dr. CLIFFORD OBIYO OFURUM

Professor of Accounting & Finance, Faculty of Management Sciences, University of Port Harcourt, Nigeria

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories http://ijrcm.org.in/

iv

Dr. SHIB SHANKAR ROY Professor, Department of Marketing, University of Rajshahi, Rajshahi, Bangladesh **Dr. MANOHAR LAL** Director & Chairman, School of Information & Computer Sciences, I.G.N.O.U., New Delhi **Dr. SRINIVAS MADISHETTI** Professor, School of Business, Mzumbe University, Tanzania Dr. VIRENDRA KUMAR SHRIVASTAVA Director, Asia Pacific Institute of Information Technology, Panipat **Dr. VIJAYPAL SINGH DHAKA** Professor & Head, Department of Computer & Communication Engineering, Manipal University, Jaipur **Dr. NAWAB ALI KHAN** Professor & Dean, Faculty of Commerce, Aligarh Muslim University, Aligarh, U.P. **Dr. EGWAKHE A. JOHNSON** Professor & Director, Babcock Centre for Executive Development, Babcock University, Nigeria **Dr. ASHWANI KUSH** Head, Computer Science, University College, Kurukshetra University, Kurukshetra **Dr. ABHAY BANSAL** Head, Department of Information Technology, Amity School of Engg. & Tech., Amity University, Noida **Dr. BHARAT BHUSHAN** Head, Department of Computer Science & Applications, Guru Nanak Khalsa College, Yamunanagar **MUDENDA COLLINS** Head, Operations & Supply Chain, School of Business, The Copperbelt University, Zambia Dr. JAYASHREE SHANTARAM PATIL (DAKE) Faculty in Economics, KPB Hinduja College of Commerce, Mumbai **Dr. MURAT DARÇIN** Associate Dean, Gendarmerie and Coast Guard Academy, Ankara, Turkey **Dr. YOUNOS VAKIL ALROAIA** Head of International Center, DOS in Management, Semnan Branch, Islamic Azad University, Semnan, Iran **P. SARVAHARANA** Asst. Registrar, Indian Institute of Technology (IIT), Madras **SHASHI KHURANA** Associate Professor, S. M. S. Khalsa Lubana Girls College, Barara, Ambala **Dr. SEOW TA WEEA** Associate Professor, Universiti Tun Hussein Onn Malaysia, Parit Raja, Malaysia Dr. OKAN VELI ŞAFAKLI Professor & Dean, European University of Lefke, Lefke, Cyprus **Dr. MOHINDER CHAND** Associate Professor, Kurukshetra University, Kurukshetra **Dr. BORIS MILOVIC** Associate Professor, Faculty of Sport, Union Nikola Tesla University, Belgrade, Serbia **Dr. IQBAL THONSE HAWALDAR** Associate Professor, College of Business Administration, Kingdom University, Bahrain **Dr. MOHENDER KUMAR GUPTA** Associate Professor, Government College, Hodal Dr. ALEXANDER MOSESOV Associate Professor, Kazakh-British Technical University (KBTU), Almaty, Kazakhstan Dr. MOHAMMAD TALHA Associate Professor, Department of Accounting & MIS, College of Industrial Management, King Fahd University of Petroleum & Minerals, Dhahran, Saudi Arabia **Dr. ASHOK KUMAR CHAUHAN** Reader, Department of Economics, Kurukshetra University, Kurukshetra **Dr. RAJESH MODI** Faculty, Yanbu Industrial College, Kingdom of Saudi Arabia WILLIAM NKOMO

Asst. Head of the Department, Faculty of Computing, Botho University, Francistown, Botswana

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories
<u>http://ijrcm.org.in/</u>

v

YU-BING WANG

Faculty, department of Marketing, Feng Chia University, Taichung, Taiwan

Dr. SHIVAKUMAR DEENE

Faculty, Dept. of Commerce, School of Business Studies, Central University of Karnataka, Gulbarga

Dr. TITUS AMODU UMORU

Professor, Kwara State University, Kwara State, Nigeria

Dr. BHAVET

Faculty, Shree Ram Institute of Engineering & Technology, Urjani

Dr. THAMPOE MANAGALESWARAN

Faculty, Vavuniya Campus, University of Jaffna, Sri Lanka

Dr. ASHISH CHOPRA

Faculty, Department of Computer Applications, National Institute of Technology, Kurukshetra

SURAJ GAUDEL

BBA Program Coordinator, LA GRANDEE International College, Simalchaur - 8, Pokhara, Nepal

Dr. SAMBHAVNA

Faculty, I.I.T.M., Delhi

Dr. LALIT KUMAR

Course Director, Faculty of Financial Management, Haryana Institute of Public Administration, Gurugram

FORMER TECHNICAL ADVISOR

AMITA

FINANCIAL ADVISORS

DICKEN GOYAL Advocate & Tax Adviser, Panchkula NEENA Investment Consultant, Chambaghat, Solan, Himachal Pradesh

LEGAL ADVISORS

JITENDER S. CHAHAL Advocate, Punjab & Haryana High Court, Chandigarh U.T. CHANDER BHUSHAN SHARMA Advocate & Consultant, District Courts, Yamunanagar at Jagadhri

SUPERINTENDENT

SURENDER KUMAR POONIA

DATED:

vi

CALL FOR MANUSCRIPTS

We invite unpublished novel, original, empirical and high quality research work pertaining to the recent developments & practices in the areas of Computer Science & Applications; Commerce; Business; Finance; Marketing; Human Resource Management; General Management; Banking; Economics; Tourism Administration & Management; Education; Law; Library & Information Science; Defence & Strategic Studies; Electronic Science; Corporate Governance; Industrial Relations; and emerging paradigms in allied subjects like Accounting; Accounting Information Systems; Accounting Theory & Practice; Auditing; Behavioral Accounting; Behavioral Economics; Corporate Finance; Cost Accounting; Econometrics; Economic Development; Economic History; Financial Institutions & Markets; Financial Services; Fiscal Policy; Government & Non Profit Accounting; Industrial Organization; International Economics & Trade; International Finance; Macro Economics; Micro Economics; Rural Economics; Co-operation; Demography: Development Planning; Development Studies; Applied Economics; Development Economics; Business Economics; Monetary Policy; Public Policy Economics; Real Estate; Regional Economics; Political Science; Continuing Education; Labour Welfare; Philosophy; Psychology; Sociology; Tax Accounting; Advertising & Promotion Management; Management Information Systems (MIS); Business Law; Public Responsibility & Ethics; Communication; Direct Marketing; E-Commerce; Global Business; Health Care Administration; Labour Relations & Human Resource Management; Marketing Research; Marketing Theory & Applications; Non-Profit Organizations; Office Administration/Management; Operations Research/Statistics; Organizational Behavior & Theory; Organizational Development; Production/Operations; International Relations; Human Rights & Duties; Public Administration; Population Studies; Purchasing/Materials Management; Retailing; Sales/Selling; Services; Small Business Entrepreneurship; Strategic Management Policy; Technology/Innovation; Tourism & Hospitality; Transportation Distribution; Algorithms; Artificial Intelligence; Compilers & Translation; Computer Aided Design (CAD); Computer Aided Manufacturing; Computer Graphics; Computer Organization & Architecture; Database Structures & Systems; Discrete Structures; Internet; Management Information Systems; Modeling & Simulation; Neural Systems/Neural Networks; Numerical Analysis/Scientific Computing; Object Oriented Programming; Operating Systems; Programming Languages; Robotics; Symbolic & Formal Logic; Web Design and emerging paradigms in allied subjects.

Anybody can submit the **soft copy** of unpublished novel; original; empirical and high quality **research work/manuscript anytime** in <u>M.S. Word format</u> after preparing the same as per our **GUIDELINES FOR SUBMISSION**; at our email address i.e. <u>infoijrcm@gmail.com</u> or online by clicking the link **online submission** as given on our website (*FOR ONLINE SUBMISSION, CLICK HERE*).

GUIDELINES FOR SUBMISSION OF MANUSCRIPT

1. COVERING LETTER FOR SUBMISSION:

THE EDITOR

IJRCM

Subject: SUBMISSION OF MANUSCRIPT IN THE AREA OF

(e.g. Finance/Mkt./HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

DEAR SIR/MADAM

Please find my submission of manuscript titled '_____' for likely publication in one of your journals.

I hereby affirm that the contents of this manuscript are original. Furthermore, it has neither been published anywhere in any language fully or partly, nor it is under review for publication elsewhere.

I affirm that all the co-authors of this manuscript have seen the submitted version of the manuscript and have agreed to inclusion of their names as co-authors.

Also, if my/our manuscript is accepted, I agree to comply with the formalities as given on the website of the journal. The Journal has discretion to publish our contribution in any of its journals.

NAME OF CORRESPONDING AUTHOR Designation/Post* Institution/College/University with full address & Pin Code Residential address with Pin Code Mobile Number (s) with country ISD code Is WhatsApp or Viber active on your above noted Mobile Number (Yes/No) Landline Number (s) with country ISD code E-mail Address Alternate E-mail Address Nationality

* i.e. Alumnus (Male Alumni), Alumna (Female Alumni), Student, Research Scholar (M. Phil), Research Scholar (Ph. D.), JRF, Research Assistant, Assistant Lecturer, Lecturer, Senior Lecturer, Junior Assistant Professor, Assistant Professor, Senior Assistant Professor, Co-ordinator, Reader, Associate Professor, Professor, Head, Vice-Principal, Dy. Director, Principal, Director, Dean, President, Vice Chancellor, Industry Designation etc. <u>The qualification of</u> <u>author is not acceptable for the purpose</u>.

vii

NOTES:

- a) The whole manuscript has to be in **ONE MS WORD FILE** only, which will start from the covering letter, inside the manuscript. <u>**pdf.**</u> <u>**version**</u> is liable to be rejected without any consideration.
- b) The sender is required to mention the following in the SUBJECT COLUMN of the mail:

New Manuscript for Review in the area of (e.g. Finance/Marketing/HRM/General Mgt./Engineering/Economics/Computer/IT/ Education/Psychology/Law/Math/other, please specify)

- c) There is no need to give any text in the body of the mail, except the cases where the author wishes to give any **specific message** w.r.t. to the manuscript.
- d) The total size of the file containing the manuscript is expected to be below 1000 KB.
- e) Only the **Abstract will not be considered for review** and the author is required to submit the **complete manuscript** in the first instance.
- f) The journal gives acknowledgement w.r.t. the receipt of every email within twenty-four hours and in case of non-receipt of acknowledgment from the journal, w.r.t. the submission of the manuscript, within two days of its submission, the corresponding author is required to demand for the same by sending a separate mail to the journal.
- g) The author (s) name or details should not appear anywhere on the body of the manuscript, except on the covering letter and the cover page of the manuscript, in the manner as mentioned in the guidelines.
- 2. **MANUSCRIPT TITLE**: The title of the paper should be typed in **bold letters**, centered and **fully capitalised**.
- 3. **AUTHOR NAME (S) & AFFILIATIONS**: Author (s) **name**, **designation**, **affiliation** (s), **address**, **mobile/landline number** (s), and **email/alternate email address** should be given underneath the title.
- 4. ACKNOWLEDGMENTS: Acknowledgements can be given to reviewers, guides, funding institutions, etc., if any.
- 5. **ABSTRACT**: Abstract should be in **fully Italic printing**, ranging between **150** to **300 words**. The abstract must be informative and elucidating the background, aims, methods, results & conclusion in a **SINGLE PARA**. *Abbreviations must be mentioned in full*.
- 6. **KEYWORDS**: Abstract must be followed by a list of keywords, subject to the maximum of **five**. These should be arranged in alphabetic order separated by commas and full stop at the end. All words of the keywords, including the first one should be in small letters, except special words e.g. name of the Countries, abbreviations etc.
- 7. **JEL CODE:** Provide the appropriate Journal of Economic Literature Classification System code (s). JEL codes are available at www.aea-web.org/econlit/jelCodes.php. However, mentioning of JEL Code is not mandatory.
- 8. **MANUSCRIPT**: Manuscript must be in <u>BRITISH ENGLISH</u> prepared on a standard A4 size <u>PORTRAIT SETTING PAPER</u>. It should be free from any errors i.e. grammatical, spelling or punctuation. It must be thoroughly edited at your end.
- 9. HEADINGS: All the headings must be bold-faced, aligned left and fully capitalised. Leave a blank line before each heading.
- 10. **SUB-HEADINGS:** All the sub-headings must be bold-faced, aligned left and fully capitalised.
- 11. MAIN TEXT:

THE MAIN TEXT SHOULD FOLLOW THE FOLLOWING SEQUENCE:

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

The manuscript should preferably be in 2000 to 5000 WORDS, But the limits can vary depending on the nature of the manuscript.

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories http://ijrcm.org.in/

- 12. **FIGURES & TABLES:** These should be simple, crystal **CLEAR**, **centered**, **separately numbered** & self-explained, and the **titles must be above the table/figure**. Sources of data should be mentioned below the table/figure. It should be ensured that the tables/figures are referred to from the main text.
- 13. **EQUATIONS/FORMULAE**: These should be consecutively numbered in parenthesis, left aligned with equation/formulae number placed at the right. The equation editor provided with standard versions of Microsoft Word may be utilised. If any other equation editor is utilised, author must confirm that these equations may be viewed and edited in versions of Microsoft Office that does not have the editor.
- 14. **ACRONYMS**: These should not be used in the abstract. The use of acronyms is elsewhere is acceptable. Acronyms should be defined on its first use in each section e.g. Reserve Bank of India (RBI). Acronyms should be redefined on first use in subsequent sections.
- 15. **REFERENCES**: The list of all references should be alphabetically arranged. *The author (s) should mention only the actually utilised references in the preparation of manuscript* and they may follow Harvard Style of Referencing. Also check to ensure that everything that you are including in the reference section is duly cited in the paper. The author (s) are supposed to follow the references as per the following:
- All works cited in the text (including sources for tables and figures) should be listed alphabetically.
- Use (ed.) for one editor, and (ed.s) for multiple editors.
- When listing two or more works by one author, use --- (20xx), such as after Kohl (1997), use --- (2001), etc., in chronologically ascending order.
- Indicate (opening and closing) page numbers for articles in journals and for chapters in books.
- The title of books and journals should be in italic printing. Double quotation marks are used for titles of journal articles, book chapters, dissertations, reports, working papers, unpublished material, etc.
- For titles in a language other than English, provide an English translation in parenthesis.
- *Headers, footers, endnotes and footnotes should not be used in the document.* However, you can mention short notes to elucidate some specific point, which may be placed in number orders before the references.

PLEASE USE THE FOLLOWING FOR STYLE AND PUNCTUATION IN REFERENCES:

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.

JOURNAL AND OTHER ARTICLES

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

Dr. A. SASIREKHA ASST. PROFESSOR NATIONAL INSTITUTE OF FASHION TECHNOLOGY CHENNAI

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

 $\gamma \gamma$ t'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).

	Attrition			Turnover			
An employee ret	An employee retires or when the employer eliminates the position		An employee may leave the organization for varied reasons such as movin				
			for career grow	wth and so on.			
The company ma	The company may not fill the vacancy or may eliminates the position			The company may seek someone to replace/ fill the vacancy.			
	Number of employees who left for a period		Annual	No. of employees who left			
Attrition Rate =	Attrition Rate = X 100		Turnover		X 100		
	Total no. of employees for a period		Rate =	(Beginning + ending number of employees)/2	-		

TABLE NO. 1: DIFFERENCE BETWEEN ATTRITION AND TURNOVER

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

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

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 retention 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).

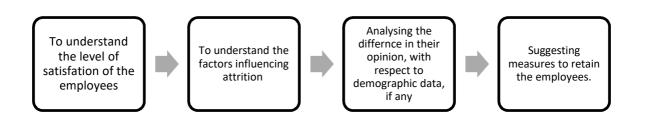
Based on the above reviews on gender difference, the hypotheses H_2 and H_3 are tested.

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

H1: There is no association between job satisfaction and demographic factors such as gender, age, marital status, level of employment
 H2: There is no significant relation between gender and factors that influence satisfactory level.
 H3: There is no significant relation between gender and factors that influence turnover.

A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories

http://ijrcm.org.in/

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'

A.1. 1	Attributor		ondents	Attributes		Respondents	
Attributes		Number	Percentage			Number	Percentage
Gender	Male	192	53	Marital status	Single	141	39
Gender	Female	172	47		Married	223	61
	20-30	199	55		10 th std	151	42
Ago Crown (In	30-40	129	35		12 th std	107	29
Age Group (In years)	40- 50	26	7	Educational qualification	UG	29	8
yearsy	More than 50	10	3		PG	25	7
	More than 50 10 3	5		Others	52	14	
Lough of amploy	Low	323	89	Experience (in years)	Less than 5	251	69
Level of employ- ment	Middle	16	4		5-10	86	24
ment	Тор	25	7		10-15	17	5
	Less than 10,000	279	77		15-20	8	2
	10,000-20,000	64	18		More than 20	2	1
Monthly income	20,000-30,000	11	3				
(in Rs.)	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				
JOD Satisfaction	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 (H₁) 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	
Demographic factors		Yes	No			
Gender	Male	175	17	6.663	0.010*	
Gender	Female	141	31	0.003	0.010*	
	20-30	175	24			
Age Group	30-40	110	19	1.284	0.964	
(In years)	40- 50	22	4	1.284	0.864	
	More than 50	9	1			
Marital status	Single	124	17	0.257	0.612	
Widfildi Status	Married	192	31	0.257	0.612	
	Low	280	43		0.178	
Level of employment	Middle	16	0	3.449		
	Тор	20	5			
	10th std	132	19		0.206	
	12th std	97	10			
Educational qualification	UG	25	4	5.910		
	PG	22	3			
	Others	40	12			
	Less than 10,000	239	40			
	10,000-20,000	57	7			
Monthly income (in Rs.)	20,000-30,000	11	0	3.675	0.597	
wonthly income (in Ks.)	30,000-40,000	3	0	3.075		
	40,000-50,000	3	1			
	Above 50,000	3	0			
	Less than 5	221	30			
	5-10	72	14]		
Experience (in years)	10-15	15	2	2.362	0.670	
	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.

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories <u>http://ijrcm.org.in/</u>

VOLUME NO. 9 (2019), ISSUE NO. 08 (AUGUST)

(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, H₂, using student's t test and the results are tabulated below.

Rank Factors Mean Rank Male Female t- Value P-						
Factors	IVICALI NALIK	IVIAIC	remate	t- value	P- Value	
Relationship with colleague	3.41	3.50	3.32	1.569	0.118	
Physical working condition	3.39	3.51	3.26	2.470	0.014*	
Relationship with supervisor	3.32	3.34	3.30	0.424	0.672	
Welfare facilities	3.30	3.38	3.20	1.846	0.066	
Relationship with subordinates	3.27	3.37	3.16	2.010	0.045*	
Reward system	3.27	3.28	3.15	1.320	0.188	
Salary	3.21	3.24	3.14	0.970	0.333	
Policy and procedure	3.19	3.34	3.19	1.333	0.183	
Recognition	3.15	3.22	3.06	1.662	0.097	
Career growth opportunities	3.08	3.16	2.99	1.637	0.103	
	Physical working condition Relationship with supervisor Welfare facilities Relationship with subordinates Reward system Salary Policy and procedure Recognition	Relationship with colleague3.41Physical working condition3.39Relationship with supervisor3.32Welfare facilities3.30Relationship with subordinates3.27Reward system3.27Salary3.21Policy and procedure3.19Recognition3.15	Relationship with colleague3.413.50Physical working condition3.393.51Relationship with supervisor3.323.34Welfare facilities3.303.38Relationship with subordinates3.273.37Reward system3.273.28Salary3.213.24Policy and procedure3.193.34Recognition3.153.22	Relationship with colleague 3.41 3.50 3.32 Physical working condition 3.39 3.51 3.26 Relationship with supervisor 3.32 3.34 3.30 Welfare facilities 3.30 3.38 3.20 Relationship with subordinates 3.27 3.37 3.16 Reward system 3.21 3.24 3.14 Policy and procedure 3.19 3.34 3.19 Recognition 3.15 3.22 3.06	Relationship with colleague3.413.503.321.569Physical working condition3.393.513.262.470Relationship with supervisor3.323.343.300.424Welfare facilities3.303.383.201.846Relationship with subordinates3.273.373.162.010Reward system3.273.283.151.320Salary3.213.243.140.970Policy and procedure3.193.343.191.333Recognition3.153.223.061.662	

TABLE NO. 5: SATISFACTORY LEVEL OF THE RESPONDENTS

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

(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 H₃, 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

- 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.
- 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.
- 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.
- 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

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories http://ijrcm.org.in/

VOLUME NO. 9 (2019), ISSUE NO. 08 (AUGUST)

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.

REFERENCES

- 1. Adhikari A. (2009), "Factors Affecting Employee Attrition: A Multiple Regression Approach" ICFAI Journal of Management Research, Vol.8, No.1, pp. 38-43.
- 2. Ajaya Kumar, C., and Gadkar, R. (2016), "A study on Employee Retention Strategies in Indian Manufacturing Industries", International Journal of Management Research and Social Science, Vol. 3, No. 4, pp. 80-84.
- 3. Armstrong, M. (2004), "Hand book of Strategic HRM- A guide to Action" Crest Publishing House New Delhi.
- 4. Attrition rate in different sectors, viewed on May, 29 2019, http://www.naukrihub.com/retention/attrition-rates-in-different-sectors.html
- 5. Firdose, W. (2017), "Attrition in Garment Industries: A Study from Human Resource Management Paradigm", International Journal of Research in Commerce & Management, Vol.8, No. 9, pp. 66-71.
- 6. George, D., & Mallery, P., (2007), "SPSS for Windows: Step by Step", Pearson Education, New Delhi.
- 7. India brand equity foundation. (2019, March). Viewed May 07, 2019 https://www.ibef.org
- 8. KPMG in India's Annual Compensation Trends survey 2018-19. (2018, April). Viewed on March 23,2019 https://kpmg.com: /assets.kpmg/
- 9. McQuerrey, L. (2019). Employee Turnover Vs. Attrition, viewed on May 26, 2019 https://smallbusiness.chron.com/employee-turnover-vs-attrition-15846.html
- 10. Nielsen, V. L., & Madsen, M. (2015), "Does gender diversity in the workplace affect job satisfaction and turnover intentions?", International Public Management Review, Vol. 18, No. 1, pp. 77-115.
- 11. Owen, L. J. (2001), "Gender Differences in Labor Turnover and the Development of Internal Labor Markets in the United States during the 1920s", Enterprise & Society, Vol.2, No.1, pp. 41-71.
- 12. Rajapaksha, U. G. (2015), "Analysis of factors affecting to employee turnover in medium scaled apparel industry in Sri Lanka" paper presented at the 6th International Conference on Business & Information ICBI 2015, University of Kelaniya, Kelaniya, 177-19.
- 13. Sambhaji V., M., and Jojare, Y. (2012), "Analytical Study of Attrition across Indian Industrial Sectors", International Journal of Soft Computing and Engineering (IJSCE), Vol. 1, No.6.
- 14. Sayak. (2018), The HR Monks. Retrieved from The HR monks viewed on May 28,2019 https://thehrmonks.com
- 15. Soundarapandiyan, K., and Ganesh, M. (2015), "Employee retention strategy with reference to Chennai based ITes industry- An empirical study", Sona Global Management Review, Vol.9, No.2, pp. 1-13
- 16. Weisberg, J., & Kirschenbaum, A. (1993), "Gender and Turnover: A Re-examination of the Impact of Sex on Intent and Actual Job Changes", Vol. 46, No. 8, pp. 987-1006.

REQUEST FOR FEEDBACK

Dear Readers

At the very outset, International Journal of Research in Computer Application & Management (IJRCM) acknowledges & appreciates your efforts in showing interest in our present issue under your kind perusal.

I would like to request you to supply your critical comments and suggestions about the material published in this issue, as well as on the journal as a whole, on our e-mail **infoijrcm@gmail.com** for further improvements in the interest of research.

If you have any queries, please feel free to contact us on our e-mail infoijrcm@gmail.com.

I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward to an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-Co-ordinator

DISCLAIMER

The information and opinions presented in the Journal reflect the views of the authors and not of the Journal or its Editorial Board or the Publishers/Editors. Publication does not constitute endorsement by the journal. Neither the Journal nor its publishers/Editors/Editorial Board nor anyone else involved in creating, producing or delivering the journal or the materials contained therein, assumes any liability or responsibility for the accuracy, completeness, or usefulness of any information provided in the journal, nor shall they be liable for any direct, indirect, incidental, special, consequential or punitive damages arising out of the use of information/material contained in the journal. The journal, neither its publishers/Editors/ Editorial Board, nor any other party involved in the preparation of material contained in the journal represents or warrants that the information contained herein is in every respect accurate or complete, and they are not responsible for any errors or omissions or for the results obtained from the use of such material. Readers are encouraged to confirm the information contained herein with other sources. The responsibility of the contents and the opinions expressed in this journal are exclusively of the author (s) concerned.

ABOUT THE JOURNAL

In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active cooperation of like-minded scholars, we shall be able to serve the society with our humble efforts.

Our Other Fournals

IL OF RESEARC

TIONAL JOURNAL





INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT A Monthly Double-Blind Peer Reviewed (Refereed/Juried) Open Access International e-Journal - Included in the International Serial Directories <u>http://ijrcm.org.in/</u>