INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT AND MANAGEMENT

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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.

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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, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES
- 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.

WEBSITE
- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Economic and Political Weekly, Viewed on July 05, 2011 http://epw.in/user/viewabstract.jsp

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A STUDY ON ATTRITION IN DOMESTIC FORMULATIONS IN CHENNAI CHEMICALS AND PHARMACEUTICALS LTD.

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ABSTRACT

In Chennai chemicals, attrition is quite high in domestic formulation. The present study is conducted through telephonic interview it was found that most of the employees were interested in the organization, and they felt that they were not comfortable with the salary package offered in Chennai. However, there are a few responses that are dissatisfied with their immediate Boss. Most of the respondents were not aware about the policies and performance appraisal. It is really a challenge for HR to retain the employees in the organization. Care should be taken while recruiting people in the organization and the package should be restructured according to market level.

KEYWORDS

HEM, Employee satisfaction, Industries.

INTRODUCTION

The project determines whether the employees moving out of the company is either due to monetary terms or non-monetary terms. It makes an in-depth study of the various factors which makes employees leave the organization, their satisfaction level and the significant effect of the Demographic factors on the employees' Loyalty towards the Organization.

Chennai Chemicals and Pharmaceuticals Ltd, headquartered in Chennai, India, ranked among the 15 leading pharmaceuticals companies in India and among the five leading cephalosporin antibiotic producers in the world, world-class in research, manufacturing and marketing capabilities. It is a vertically integrated pharmaceutical company. Among the highest in the pharmaceutical industry to spend for R & D (6% of net sales) they set out to prove that a world-class enterprise in the technologically challenging area of pharmaceuticals in India.

Attrition is defined as "A reduction in the number of employees through retirement, resignation or death". After information technology, the pharmaceuticals industry is grappling with the highest level of attrition. The fast growing knowledge-based sector suffers high attrition rate.

Attrition is high in Chennai chemicals and it has greatest impact on the business such as frequent exits erode the morale of the existing employees, Company's brand image is affected due to frequent change of PSRs, Continuity in customer interaction is missing resulting in customer dissatisfaction.

It is however no easy task for an HR manager in this sector to bridge the ever increasing demand and supply gap of professionals. The HR manager is not only required to fulfill this responsibility, but also find the right kind of people who can keep pace with the unique work patterns in this industry. Adding to this is the issue of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work. The toughest concern for an HR manager is however the high attrition rate.

COMPANY PROFILE

Chennai Chemicals & Pharmaceuticals Ltd (Chennai) was established in 1992 as a 100% Export Oriented Unit (EOU). Commencing operations in 1994, Chennai has achieved amazing and consistent growth, quantitatively and qualitatively to emerge among the Top-15 companies in the Indian pharmaceutical industry in a short span of fifteen years of operations. Chennai employs over 4000 people, of which over 700 are scientists, technologists and other professionals.

Chennai's growth and positioning in the global pharmaceutical industry are indeed distinctive. A robust leadership position in the antibiotics space, a core competence in oral and sterile manufacturing, a broad-based multi-therapeutic coverage and an end-to-end connectivity over the pharmaceutical value chain, from discovery to delivery, have positioned Chennai uniquely.

Chennai has two manufacturing sites for APIs (at Alathur near Chennai and at Aurangabad, near Mumbai) and three manufacturing sites for Dosage forms (at Irungattukottai and Alathur in Chennai), besides a world-class R&D centre (at Sholinganallur, Chennai). Chennai's facilities are state-of-the-art and have several international regulatory approvals, including the US FDA and UK MHRA. Chennai's API facilities are ISO certified for their quality, environmental management and operational health and safety systems. Chennai has a Joint Venture in China for manufacturing sterile APIs.

Chennai's scientific and technical strengths have made it a partner of choice for several multinational corporations. Chennai has long-term exclusive marketing alliances with reputed global companies for distribution of its products in the advanced markets.

Chennai has an established end-to-end connected infrastructure for drug discovery and development which are channeled through its subsidiaries, Chennai Research Laboratories in Chennai and Bexel Pharmaceuticals in the US. Through superior infrastructure and by adopting a judicious blend of structure-based drug design approach, Chennai has been able to simultaneously work on several therapeutic programs with several lead compounds in advanced stages of trials. Chennai has also entered into Contract Research initiatives with key multinational companies.

Chennai is a leader in the use of environment friendly technologies. Chennai has invested substantially in zero-discharge manufacturing processes at its facilities and is considered a national show-case in environmental friendliness.

REVIEW OF LITERATURE

Attrition is defined as "A reduction in the number of employees through retirement, resignation or death". Attrition rate is also sometimes called as Churn rate. It is one of two primary factors that determine the steady- state level of customers a business will support. In its broadest sense, attrition rate is a measure of the number of employees moving out of an organization over a specific period of time. For example, the annual churn rate would be the total number of moves completed in a 12- month period divided by the average number of occupants during the same 12- month period multiplied by 100 percent.

Most Indian pharma companies facing a very high level of attrition are those who have relatively smaller operations and handle processes requiring low knowledge levels. The typical Indian pharma player can be characterized by the following:

- Operating at low end of market and only skill required by agents is sales ability
- Most agents have little discrimination and have to stick to prepared script
- The typical agent is in the age group 18-26 and certainly below 30
- The typical agent is a graduate, about 20% are high school pass and there is no one with post graduation or higher level education
- Two thirds of the churn can be attributed to people moving from one company to another implying that they are staying within the industry and not quitting it to join some other industry – that means stressful nature of the job alone is not a good explanatory factor and merely taking steps only to reduce stress will not help stem attrition.

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At some point or the other, everybody leaves his/her job. Some leave because they have found a better option and some leave because they just wanted to. And then there are those keep hopping from time to time. And this time it's not the experienced ones who hop, but the young guns who are considered to be the future leaders of the organization.

A recent survey by Associated Chambers of Commerce and Industry of India (ASSOCHAM) threw up some interesting figures regarding the attrition rates in India Inc. The survey focused on the 'Attrition Problem in growing Economy' and said that the maximum attrition is taking place in the age group of 26 to 30 years.

The survey reflects the current scenario as people in this age group a few years of experience with them and a higher pay packet from prospective employers provokes them to shift.

This age group is considered as highly mobile as they are supposed to be at the peak of their careers. Therefore, they want to make the most out of it. At the ages of 22-23, they are fresh out of college, ambitious and high on aspiration; they take the initial years as 'learning experience' and want to learn the tricks of the game as soon as possible. The opportunities are higher, and they are motivated to give their best shots and reach the peak in minimum time frame.

A few years down the line, employees shift as their climb in terms of salary or position in the beginning is not very high. Because of the sheer number of opportunities in corporate India at present, people no longer look at long term prospects from the start. They want the best People want to grow fast and if they don't see the steep rise in their current organization, they switch to another company.

The immediate gains in salary package were also found to be responsible for job change in 61 % of the cases. Employees in this age group get married and are always on the lookout to enhance their monetary status and a job with higher pay package is always welcome High salaries are complemented by the higher position in the organization that they hold. People are also looking at skipping posts, as they want to rise to the top fast. So, most of the times the decision to switch job is taken as a higher post is offered in the new organization. People at this level move for several reasons better compensation, immediate focus on vertical growth (i.e. quick promotion), and peer pressure At this level, keeping with peers is important and they may feel that job switching helps them to do that.

The image of the company plays an important role, as people in India want themselves to be associated with established names. The general public identifies the company with its brand name! Therefore, people also feel proud when they say that they work for a particular company, this 'brand image' of the company also plays a huge part in employees switching over and hoping to get into the organization.

The challenges today are greater and higher energy levels are required to accomplish them. People today up jobs, give their 100% and then look for sheer brand name.

It the attrition rates in the given age group are so high, then why do companies still hire them? The energy the young engineers bring in is very infectious. They are very productive and if organizations keep them engaged, they tend to stay longer.

The outlined message is loud and clear. Companies can't do without the young blood and therefore provide a host of features to attract the talent to stay with them for a long time. From faster career prospects to greater remuneration, everything is on the cards, just grab the opportunity.

Indian pharma companies which have been somewhat successful in tackling attrition have identified five major reasons behind the problem. These reasons and the typical response to tackle them are outlined below by way of providing what may prove to be helpful tips.

- Reason 1: Demand is more than supply: there is no death of graduates and plus two pass but the supply of people with good interpersonal skills and sales ability in this category is not adequate.
- Strategy: Constantly identify talent, recruit and train either in-house if scale of operations permit that or through an outsourced training agency in case of smaller operations.
- Reason 2: People are joining with a short-term view and as a stepping stone to something else.
- Strategy: Create a culture and work environment that encourages people to think of a pharma sales job as a long-term career option. Use counseling by HR and line management. This has to be backed up by demonstrated and perceived efforts by the management to move up the value chain so that employees can clearly see that the management is making efforts to create opportunities for upward mobility among employees.
- Reason 3: A lot of young people are taking up pharma sales jobs just to earn some money on the side as a short gap arrangement– not as a serious and long-term career option.
- Strategy: Create a culture and work environment that encourages people to think of sales as a long-term career option. Use counseling by HR and line management. Again this has to be backed up management efforts to move up the knowledge continuum in terms of the processes handled.
- Reason 4: Long-term or intangible or contingency benefits such as PF or medical coverage do not have much attraction for pharma sales personnel – they want everything in cash – here and now.
- Strategy: Redesign the compensation package for pharma sales employees and try to pay as much as possible in hard cash. Work out if necessary a new pay structure highly skewed towards cash benefits. Typically the new pay structure is along following lines: Basic (54%), HRA (26%), Medical Reimbursement (8%), Management Supplement (12%), PF Contribution (actuals), Tiffin Allowance (Rs 25-30 per day of attendance), Attendance Bonus (Rs 500-1000 per month), Loyalty Bonus (1 month's salary after completion of each year in the company), Performance Incentives (linked to specific performance criteria), Referral Allowance (Rs 2000-3000 per candidate referred and recruited).
- Reason 5: Pharma sales employees have an average age profile of 20-24 years, so they are highly emotional, impulsive and immature when taking career decisions.
- Strategy: Constant counseling.

Most management somewhat successful in tackling attrition believe that although stressful nature of the job is not a reason for high attrition , since much of the churn is within the industry, methods to relieve stress or to manage stress is important from the point of view of retention and productivity. Consequently, most such companies organize "fun" events such as picnics, dance parties, get-togethers, cultural evenings, quizzes and games and outdoor sports and games. Some even appoint professional agencies to organize regular stints of aerobic exercises and dancing sessions for employees as part of stress management.

OBJECTIVE OF THE STUDY
PRIMARY OBJECTIVE
To study the factors leading to employee turnover at Chennai Chemicals.
SECONDARY OBJECTIVE
- To find out the monetary factors which lead to employee dissatisfaction at Chennai Chemicals
- To find out the factors regarding organizational culture which lead to employee turnover at Chennai Chemicals
- To come out with suggestions to bring down the attrition rate at Chennai Chemicals by creating an employee favorable climate.

RESEARCH METHODOLOGY
The project is carried out using descriptive research through primary data obtained by conducting an exit interview through telephone using questionnaire for those employees who resigned from this organization from the period of Jan 2008 to March 2008. A sample size of 60 is taken to carry out the survey. The sample size of 60 individuals is selected on the basis of convenient sampling technique. The individuals were selected in a random manner to form sample and data was collected from them for the research study.

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ANALYSIS AND INTERPRETATION

The data collected by random sampling method by conducting an exit interview through telephone using questionnaire was analyzed and interpreted with the help of Statistical Package for Social Studies (SPSS)

DATA SOURCE

This research used primary and secondary data.

PRIMARY DATA

This is collected either through experiment or through survey- by observation, through personal interview, telephonic interview or by mailing questionnaire.

In this project the data has been collected by conducting an exit interview for those employees who resigned from this organization from the period of Jan 2008 to March 2008. The respondents were Professional Sales Representatives, Business Manager, Zonal Business Manager.

SECONDARY DATA

It has been already been collected, published available for use.

TOOLS USED

- Mean
- Percentage analysis
- Chi-square test

LIMITATIONS

- Having left the organization respondents was not ready to give any opinion about Chennai.
- Scheduling of respondents was difficult as they were busy with own schedule.
- Few of the respondents who had less experience did not know about the policies of the organization.
- Possibility of call getting disconnected and did not able to contact later.

DATA ANALYSIS AND INTERPRETATION

PERCENTAGE ANALYSIS

1. *Table Showing the Age of the respondents*

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1=Less than 22	6	10.0	10.0	10.0
	2=22 to 25	33	55.0	55.0	65.0
	3=25 to 30	10	16.7	16.7	81.7
	4=30 to 35	8	13.3	13.3	95.0
	5=Greater than 35	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

From the above table, it can be inferred that 10% of the respondents are less than 22 years of age, 55% of the respondents belong to the age group of 22 to 25, 16.7% of the respondents belong to the age group of 25 to 30, 13.3% of the respondents belong to the age group of 30 to 35 and the rest belong to the age group of more than 35.

2. *Table Showing the Educational qualifications*

EDUCATIONAL QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1=B.Pharm	1	1.7	1.7	1.7
	2=D.Pharm	12	20.0	20.0	21.7
	3=B.Sc	24	40.0	40.0	61.7
	4=B.Com	16	26.7	26.7	88.3
	5=Others	7	11.7	11.7	100.0
	Total	60	100.0	100.0	

From the above table, it can be inferred that 1.7% of the respondents are B.Pharm graduates, 20% of the respondents are D.Pharm graduates, 40% of the respondents are B.Sc., 26.7% of the respondents are B.Com graduates and the rest have done other graduation.

3. *Table Showing the work Experience*

WORK EXPERIENCE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1=0 to 6 months	21	35.0	35.0	35.0
	2=6 to 12 months	16	26.7	26.7	61.7
	3=one to five years	17	28.3	28.3	90.0
	4=five to ten years	6	10.0	10.0	100.0
	Total	60	100.0	100.0	

From the above graph, it can be inferred that 35% of the respondents worked in this organization for 0-6 months, 26.7% of the respondents worked in this organization for   6-12 months, 28.3 of the respondents worked in this organization for 1-5 years and 10% of the respondents worked in this organization for 5-10 years.

4. *Table Showing Reason for leaving Job*

REASON FOR LEAVING THE JOB

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1=Problem with immediate supervisor	5	8.3	8.3	8.3
	2=Salary level	32	53.3	53.3	61.7
	3=Inability to achieve the target	4	6.7	6.7	68.3
	4=Promotion	11	18.3	18.3	86.7
	5=Higher Studies	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

From the above graph, it can be inferred that 8.3% of the respondents left the organization because of problem with immediate supervisor, 53.3% of the respondents left the organization because of salary, 6.7% of the respondents left the organization because of their inability to achieve the target, 18.3% of the respondents left the organization because of better promotion offered by other organization and 13.3% of the respondents left the organization because of their higher studies.

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MEAN ANALYSIS

Variable	Mean
Satisfaction level with allowance	3.20
Satisfaction level with incentives	3.97
Satisfaction level with Security	4.13
Satisfaction level with Career growth	4.12
Agreement level with Inspiration	3.92
Agreement level with Training	3.98
Agreement level with Performance appraisal system	3.25
Agreement level with Opinion about promotion on performance basis	3.43
Agreement level with Promotion on fair basis	3.45
Agreement with Salary	2.38
Agreement level with Opinion about high work pressure	2.65

INTERPRETATION

- From the output table, the mean value obtained for employee satisfaction level with allowances provided at Chennai Chemicals is 3.20. Hence, on an average, the employees who left Chennai Chemicals were neither satisfied nor dissatisfied with the allowances provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee satisfaction level with incentives provided at Chennai Chemicals is 3.97. Hence, on an average, the employees who left Chennai Chemicals were satisfied with the incentives provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee satisfaction level with incentives provided at Chennai Chemicals is 4.13. Hence, on an average, the employees who left Chennai Chemicals were satisfied with the job security provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee satisfaction level with incentives provided at Chennai Chemicals is 4.12. Hence, on an average, the employees who left Chennai Chemicals were satisfied with the career growth opportunities provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee agreement level with organization inspiration provided at Chennai Chemicals is 3.92. Hence, on an average, the employees who left Chennai Chemicals were agreed with the organization inspiration to work in a better way at Chennai Chemicals.
- From the output table, the mean value obtained for employee agreement level with training provided at Chennai Chemicals is 3.98. Hence, on an average, the employees who left Chennai Chemicals were satisfied with the training provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee agreement level with Performance Appraisal System provided at Chennai Chemicals is 3.25. Hence, on an average, the employees who left Chennai Chemicals were neither agree nor disagree with the Performance Appraisal System provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee agreement level with Opinion about promotion on performance basis provided at Chennai Chemicals is 3.43. Hence, on an average, the employees who left Chennai Chemicals were neither agree nor disagree with the fact the promotion obtained on performance basis provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee agreement level with Opinion about promotion on fair basis provided at Chennai Chemicals is 3.45. Hence, on an average, the employees who left Chennai Chemicals were neither agree nor disagree with the opinion about promotion on fair basis provided at Chennai Chemicals.
- From the output table, the mean value obtained for employee opinion about the salary provided at Chennai Chemicals is 2.38. Hence, on an average, the employees who left Chennai Chemicals were considered the package provided at Chennai Chemicals is low.
- From the output table, the mean value obtained for employee agreement level with Opinion about high pressure provided at Chennai Chemicals is 2.65. Hence, on an average, the employees who left Chennai Chemicals were neither agree nor disagree with the fact that high pressure lead to high attrition rate.

CHI-SQUARE TEST

1. *Age Vs Satisfaction level with allowances:*

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.291[a]	12	.762
Likelihood Ratio	9.541	12	.656
Linear-by-Linear Association	.185	1	.667
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .15.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.372			.762
	Cramer's V	.215			.762
Interval by Interval	Pearson's R	.056	.116	.427	.671[c]
Ordinal by Ordinal	Spearman Correlation	.009	.123	.067	.947[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

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INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.667 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.667, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employees satisfaction level with allowances provided at Chennai chemicals.

2. *Age Vs Satisfaction level with incentives:*

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.761[a]	12	.723
Likelihood Ratio	10.457	12	.576
Linear-by-Linear Association	1.681	1	.195
N of Valid Cases	60		

a. 16 cells (80.0%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.382			.723
	Cramer's V	.221			.723
Interval by Interval	Pearson's R	.169	.122	1.304	.197[c]
Ordinal by Ordinal	Spearman Correlation	.204	.127	1.584	.119[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.195 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.195, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employees satisfaction level with incentives provided at Chennai chemicals.

3. *Age Vs Satisfaction level with Security*

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.813[a]	8	.874
Likelihood Ratio	4.252	8	.834
Linear-by-Linear Association	1.107	1	.293
N of Valid Cases	60		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .20.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.252			.874
	Cramer's V	.178			.874
Interval by Interval	Pearson's R	.137	.138	1.053	.297[c]
Ordinal by Ordinal	Spearman Correlation	.151	.138	1.165	.249[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

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INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.293 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.293, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employees satisfaction level with job security provided at Chennai chemicals.

4.   Age Vs Satisfaction level with Career growth

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.904[a]	12	.376
Likelihood Ratio	16.115	12	.186
Linear-by-Linear Association	.005	1	.945
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error [a]	Approx. T [b]	Approx. Sig.
Nominal by Nominal	Phi	.464			.376
	Cramer's V	.268			.376
Interval by Interval	Pearson's R	-.009	.129	-.068	.946[c]
Ordinal by Ordinal	Spearman Correlation	-.016	.132	-.125	.901[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.945 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.945, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employees satisfaction level with career growth opportunities provided at Chennai chemicals.

5.   Age Vs Agreement level with Inspiration

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.323[a]	8	.827
Likelihood Ratio	4.889	8	.769
Linear-by-Linear Association	.443	1	.506
N of Valid Cases	60		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .25.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.268			.827
	Cramer's V	.190			.827
Interval by Interval	Pearson's R	-.087	.132	-.662	.510[c]
Ordinal by Ordinal	Spearman Correlation	-.062	.141	-.471	.640[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.506 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.506, there is no significant relationship between the two variables.

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Hence, there is no significant relationship between the age and the employees agreement level with inspiration provided at Chennai chemicals to work in a better way .

6.   *Age Vs Agreement level with Training*

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.952[a]	12	.151
Likelihood Ratio	20.003	12	.067
Linear-by-Linear Association	9.024	1	.003
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .25.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.532			.151
	Cramer's V	.307			.151
Interval by Interval	Pearson's R	.391	.082	3.236	.002[c]
Ordinal by Ordinal	Spearman Correlation	.403	.097	3.349	.001[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.003 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.003, there is a significant relationship between the two variables.

Hence, there is a significant relationship between the age and the employees' agreement level with training provided at Chennai chemicals was sufficient enough to achieve the target.

7.   Age Vs Agreement level with Performance appraisal system

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.413[a]	12	.943
Likelihood Ratio	7.131	12	.849
Linear-by-Linear Association	.465	1	.495
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.300			.943
	Cramer's V	.173			.943
Interval by Interval	Pearson's R	.089	.104	.679	.500[c]
Ordinal by Ordinal	Spearman Correlation	.043	.118	.327	.745[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.495 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.495, there is no significant relationship between the two variables.

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Hence, there is no significant relationship between the age and the employees agreement level with performance appraisal system provided at Chennai chemicals.

8.   Age Vs Agreement level with Opinion about promotion on performance basis

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.138[a]	16	.515
Likelihood Ratio	17.770	16	.338
Linear-by-Linear Association	5.657	1	.017
N of Valid Cases	60		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.502			.515
	Cramer's V	.251			.515
Interval by Interval	Pearson's R	.310	.085	2.480	.016[c]
Ordinal by Ordinal	Spearman Correlation	.384	.101	3.167	.002[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.017 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.017, there is a significant relationship between the two variables.

Hence, there is a significant relationship between the age and the employees agreement level with promotion on performance basis provided at Chennai chemicals.

9.   Age Vs Agreement level with Promotion on fair basis

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.424[a]	16	.964
Likelihood Ratio	8.967	16	.915
Linear-by-Linear Association	1.268	1	.260
N of Valid Cases	60		

a. 22 cells (88.0%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error[a]	Approx. T[b]	Approx. Sig.
Nominal by Nominal	Phi	.352			.964
	Cramer's V	.176			.964
Interval by Interval	Pearson's R	.147	.100	1.129	.264[c]
Ordinal by Ordinal	Spearman Correlation	.150	.119	1.153	.254[c]
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

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INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.260 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.260, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employees agreement level with promotion on fair basis provided at Chennai chemicals.

10.   Age Vs Salary

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.771^a	8	.877
Likelihood Ratio	4.420	8	.817
Linear-by-Linear Association	2.237	1	.135
N of Valid Cases	60		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error^a	Approx. T^b	Approx. Sig.
Nominal by Nominal	Phi	.251			.877
	Cramer's V	.177			.877
Interval by Interval	Pearson's R	-.195	.113	-1.512	.136^c
Ordinal by Ordinal	Spearman Correlation	-.205	.119	-1.595	.116^c
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.135 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.135, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employee's opinion about salary provided at Chennai chemicals.

11.   Age Vs Agreement level with Opinion about high work pressure

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.420^a	12	.579
Likelihood Ratio	10.176	12	.601
Linear-by-Linear Association	.020	1	.889
N of Valid Cases	60		

a. 17 cells (85.0%) have expected count less than 5. The minimum expected count is .05.

Symmetric Measures

		Value	Asymp. Std. Error^a	Approx. T^b	Approx. Sig.
Nominal by Nominal	Phi	.417			.579
	Cramer's V	.241			.579
Interval by Interval	Pearson's R	-.018	.123	-.139	.890^c
Ordinal by Ordinal	Spearman Correlation	.007	.129	.053	.958^c
N of Valid Cases		60			

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

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INTERPRETATION

From the output tables, the chi-square test read a significance level of 0.889 at 95% confidence level. For 95%, significance level is 0.05., so the above result shows that at 0.889, there is no significant relationship between the two variables.

Hence, there is no significant relationship between the age and the employee's agreement level with opinion about high pressure lead to higher attrition rate.

FINDINGS

- Most of the respondents were neither satisfied nor dissatisfied with the allowances.
- Most of the respondents were satisfied with the incentives provided at Chennai Chemicals.
- Most of the respondents were satisfied with the job security provided at Chennai Chemicals.
- Most of the respondents were satisfied with the career growth opportunities provided at Chennai Chemicals.
- Most of the respondents agreed with the fact that the organization inspired them to work in a better way at Chennai Chemicals.
- Most of the respondents were satisfied with the training provided at Chennai Chemicals.
- Most of the respondents who left the organization were not in a position to judge the Performance Appraisal System provided at Chennai Chemicals.
- Most of the respondents were not in a position to judge whether the Promotion was on performance basis at Chennai Chemicals.
- Most of the respondents consider that the package provided at Chennai Chemicals is low.
- Most of the respondents were not in a position to judge whether the high pressure lead to high attrition rate at Chennai Chemicals.
- Most of the respondents were dissatisfied with the salary package provided to them at Chennai Chemicals.

In the telephonic interview it was found that most of the employees were interested in the organization, and they felt that they were not comfortable with the salary package offered in Chennai. However, there are a few respondents who are dissatisfied with their immediate Boss. Most of the respondents were dissatisfied with the monetary terms like allowances and Salary.

SUGGESTIONS

- HR must communicate the policies to the employees in the induction itself
- The HR should take care that all the newly recruited people are given proper induction and training.
- The proper awareness about the performance Appraisal System can be created in the induction itself.
- While competing with other pharma companies competitive salary Package should be offered to the employees for talent attraction.
- The Telephonic allowances can be increased to the market level.
- The percentage of Internal Promotion can be increased compared to recruiting people from outside.
- The care should be taken while recruiting the right people for the right job to ensure retention. So that unnecessary recruitment costs can be reduced.
- Appreciations can be given by their immediate bosses when they perform well and it will motivate the employees and give the feel that they are truly valued in organization.
- The experienced employees can be given a hike in their salary compared to newly hired employees.

CONCLUSION

In Chennai chemicals, attrition is quite high in domestic formulation. In this study done by conducting the telephonic interview it was found that most of the employees were interested in the organization, and they felt that they were not comfortable with the salary package offered in Chennai. However, there are a few responses that are dissatisfied with their immediate Boss. Most of the respondents were not aware about the policies and performance appraisal.

It is really a challenge for HR to retain the employees in the organization. Care should be taken while recruiting people in the organization and the package should be restructured according to market level.

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