A Study On Employee Turnover at Prime Star Fashions, Tirupur

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Abstract
Employee turnover means number of incoming and outgoing worker from an organization or company. In other words we can say when a new employee takes place of old employee it is called employee turnover in a period of time. The main objective of perusing the study is to assess the main reasons for employee turnover, to know the retention techniques to avoid the employee turnover, to know about the effectiveness of supervising at Prime Star Fashions, Tirupur. The reason for the employee turnover occur due to the low level pay scale, work environment, stress, delayed pay scale, lack of proper training, lack of transport facility, job pressure, boredom of the work, etc. The above reason may create dissatisfaction on job and lead to employee turnover. To study about the various expectations of the employee to continue in the organization work. The universe is 330 and the sampling taken by the researcher is 47. By the analysis the researcher found that the major reason for employee turnover is poor employer and employee relationship, also the late pay scale is also the major reason for the employee turnover. The tool used for the data collection was interview schedule and the research design used by the researcher was descriptive method. This study indicates that 89% of the respondents felt that poor employer employee relation should be maintain properly.

Introduction
Employee turnover means number of incoming and outgoing worker form an organization or company. In other words we can say when a new employee takes place of old employee it is called employee turnover in a period of time. Turnover of employees can create due to the some internal factors of companies liked excessive workload, not giving the sufficient authority, low salaries; organization does not providing proper facilities. Employee turnover has always been a matter of concern for organizations. A large degree of employee turnover may be detrimental to both the organization as well as the employees. Turnover has an impact over the organization’s costs relating to recruitment and selection, personnel process and induction, training of new personnel and above all, loss of knowledge gained by the employee while on job. Additionally, it results in understaffing which in turn lead to decreased effectiveness and productivity of the remaining staff. Turnover may have a negative impact on the employee as well. The individual may lose non-vested benefits and may be a victim of the “grass looks greener” phenomenon. Most often, turnover intention is consequential to actual quitting behaviour. Hence, it is imperative to understand the determinants of turnover intentions so as to arrest the outflow of key personnel and retain competitive edge. This paper reviews existing literature on employee turnover and turnover intentions in order to develop a composite view on the subject and suggest a remedial plan of action to defuse employees’ intentions to quit and augment their effectiveness.

Factors Affecting Employee Turnover
Pay is rarely the only reason why people leave, although low pay levels are often a disincentive to stay. When you run a business, it is good to be aware of factors that commonly affect staff turnover rates, so that you can take steps to reduce them.

Recruitment And Induction:

a) Making the right choice - are you getting the staff selection process right?
b) Induction - how do you welcome and orientate new staff? How do you let them know where things are and what they and their colleagues are supposed to do?
c) Flexible working arrangements - do you recognise your employees’ changing needs to achieve work-life balance?

Training And Staff Development

a) Motivation - how supportive and encouraging is your business?
b) Organisational culture - what are you doing to promote an inclusive culture in which staff are aware of and committed to the business’ aims?
c) Matching jobs to people - are you making the best use of skills, experience and competencies, and helping staff fulfil their aspirations?
d) Staff training and development - are you investing in your staff by giving them time and opportunities to learn new skills?
e) Formal appraisals - how often do you give your staff the opportunity to discuss their performance?
f) Effective grievance procedure - do staff know how to register a grievance and are they making use of the procedure?

g) Team working - do you encourage common goals and discourage unhealthy individual rivalries?

Contracts, Pay And Working Environment:

a) Contracts - do the terms and conditions of your contracts encourage staff loyalty?

b) Competitive pay rates and a fair, transparent pay system - are they in line with your industry?

c) Incentives and other staff benefits - are they relevant for your staff? Can staff choose the ones they need?

d) The office environment - is the physical office environment pleasant and well designed? Are noise, light and ventilation levels acceptable.

Examining The Causes Of Turnover:

To make a meaningful assessment of your current business' position, try to identify the causes of turnover:

a) It is often effective to have consultations with individuals or groups of staff to root out any underlying problems and causes of dissatisfaction.

b) Exit interviews are carried out by many businesses and can reveal common reasons for people leaving, and highlight any emerging patterns.

c) Surveys of all staff can often indicate general satisfaction levels, but remember to address any issues arising so that they know you take their views seriously.

d) Analyse your recruitment and selection procedures to see if you can identify expectations or potential problems earlier. Alternatively you may need to make the business' expectations clearer at the recruitment stage.

The Cost Of Employee Turnover:

There are a number of costs associated with staff leaving. The obvious ones are time and money, but there are also hidden costs.

The Monetary And Time Costs Of Staff Turnover:

When a member of staff leaves, there may be costs associated with:

a) leaver administration tasks, e.g. exit interviews and payroll changes

b) covering a vacancy until it's filled, e.g. through the use of temporary staff or overtime payments

c) advertising for a replacement or using a recruitment agency

d) dealing with recruitment and selection tasks, e.g. checking applications, and organizing and attending interviews

e) the induction and training of the successful applicant

Managing Employee Turnover:

Reducing staff turnover helps to minimize the costs and negative impact of unwanted and unplanned resignations. You can help limit turnover via staff consultation, succession planning, performance management and staff insentivisation.

How To Reduce Staff Turnover?

A good recruitment and selection process can help reduce the turnover of new starters. But if your business suffers from the loss of long-term employees then you may need to look at wider issues such as organizational structure or management style. Factors that may contribute to higher turnover might include:

a) pay - is the rate fair or below your competitors

b) policies on equal opportunities, diversity and discrimination

Managing Performance

People are likely to want to work for you if your business has a reputation for treating staff fairly and provides support, development and motivation. Ensure your staff receive regular feedback on their performance.

It is important that your management are fully trained to deal with their own job and all management issues, such as proper disciplinary and grievance procedures. Managers will also need support for their decision making.

Employees must have personal objectives that fit in with your business and understand the importance of their contribution. Any employee personal development plan should first be approved by management.

Developing And Maintaining Skills:

There is a strong business case for developing your staff as it will help ensure that your business runs smoothly and with consistently good results. You should also be able to reduce staff turnover by training your leaders to motivate staff.

Training And Development:

Although helping staff develop their existing skills and learn new ones can cost your business time and money, training and development is crucial to improving your business' performance and can actually help prevent excessive turnover.

This is especially the case if your staff see that what they are learning is relevant to them and the business, and they can readily put their new knowledge into practice.

It's important that your training and development policy is fair and clearly understood by your staff as early as possible in their employment. If they know that you will spend time training and developing them, they are more
likely to continue working for you. Training and development can be delivered by experienced workers through on-the-job training or from external sources such as training organisations or consultants. Leadership and people management.

**Controlling Staff Turnover**

Staff turnover can help introduce fresh ideas and skills into your business, but too high a level of turnover can damage its performance.

You will be better prepared for dealing with leavers if you understand why people leave, and if you structure a programme to manage staff effectively from the time they are recruited. Make sure you:

a) keep records of leavers
b) monitor your rate of turnover at regular intervals
c) benchmark your staff turnover
d) address issues facing new joiners and long-term workers
e) analyse your business culture
f) refine your recruitment and selection process
g) review and benchmark your pay and benefits policy
h) assess your training, development and promotion policy
i) refine your appraisal process and management of individual/team performance
j) review your work-life balance arrangements - are your workers able to manage both their home and work commitments?
k) assess the management style of your business
l) formulate contingency plans for coping with leavers
m) create and regularly review succession plans
n) examine your staff and your managers' leadership styles

A common way of discovering why employees leave or how current employees feel about your business is through exit interviews and attitude surveys.

**Review Of Literature:**

Eric Molleman, (2013):- In this article it explains the employees intention to leave the organization and to study the intention of turnover of co-workers through a steady study of peer relationship. Different types of intention models are studied and the weight of sociable environment in regards to the intention of leaving the organization.

Muzumdar, Prathamesh (2012) found in the study that the influence of interactional justice combining the effects of both interpersonal and informational justice is found to more on an employee’s intention of turnover compared to other forms of justice. Also it was concluded that the procedural fairness has more importance when compared to outcome fairness with respect to turnover intentions.

**Research Methodology:**

**Title Of The Study**

A study on Employee Turnover at prime star fashions, tirupur.

**Objectives**

a) To study about the employee’s intention to left out the organization.
b) To know about the expectations of the employee’s to continue in the organization.
c) To know the retention techniques to be taken for avoiding employee turnover.
d) To know about the effectiveness of the supervising.

**Universe**

The universe of the study consist of manager, assistant manager, heads of every department, merchandising department, production department, fabric department, HR department and various departments of Prime Star Fashions, Tirupur. The size of the universe is 330.

**Sampling**

The total number of 47 respondents was selected from the universe through the discussion from the manager for collecting the data from the merchandising department, production department & fabric department of the organization.

**Tools Of Data Collection**

The tool used by the Researcher was Interview Schedule. To collect the relevant information, the interview schedule was prepared by the researcher. The interview schedule consists of the various reasons for employee turnover.

**Research Design**

The researcher has used descriptive research design for the study. The main aim for using this design was to analyze the reason for employee turnover and also to gain knowledge of how to reduce employee turnover.

**Data Analysis And Interpretation**

<table>
<thead>
<tr>
<th>S.NO</th>
<th>OPTIONS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE(%)</th>
</tr>
</thead>
</table>

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The above table describes that more than half 68.09 (percent) respondents felt that lack of effective supervising is a reason for employee turnover and more than one fourth 31.91 (percent) respondents felt that lack of effective supervising is not the reason for employee turnover. The table inferred that more than half 68.09 (percent) respondents felt that lack of effective supervising is a reason for employee turnover.

**TABLE-2 DISTRIBUTION OF RESPONDENTS BY POOR EMPLOYER AND EMPLOYEE RELATIONSHIP**

<table>
<thead>
<tr>
<th>S.NO</th>
<th>OPTIONS</th>
<th>NO OF RESPONDENTS</th>
<th>PERCENTAGE(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Yes</td>
<td>42</td>
<td>89.36</td>
</tr>
<tr>
<td>2.</td>
<td>No</td>
<td>5</td>
<td>10.64</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>47</td>
<td>100.00</td>
</tr>
</tbody>
</table>

The above table describes that vast majority 89.36 (percent) respondents felt that poor employer employee relation is a reason for employee turnover and less than one fifth 10.64 (percent) respondents felt that poor employer employee relation is not the reason for employee turnover. The table inferred that vast majority 89.36 (percent) respondents felt that poor employer employee relation is a reason for employee turnover.

**Findings And Suggestions:**

**Findings**

a) Vast majority 72.34 (percent) of the respondents were males.

b) Nearly half 44.68 (percent) respondents were the age group of 25 – 35 years.

c) Vast majority 76.60 (percent) respondents were type of family group of nuclear family.

d) Less than half 46.81 (percent) respondents have completed their secondary level.

e) More than half 53.19 (percent) respondents of no. Of family members 1 – 3 members.

f) Vast majority 95.74 (percent) respondents belong to hindu.

g) More than half 55.32 (percent) respondents were from urban place.

h) Less than half 44.68 (percent) respondents belongs to 10000-20000 income level category.

i) Vast majority 89.36 (percent) respondents were married.

j) Vast majority 89.36 (percent) respondents felt low income is the reason for employee turnover.

k) More than half 55.32 (percent) respondents felt work environment is not the reason for turnover.

l) More than half 55.32 (percent) respondents felt less motivation is not the reason for turnover.

m) Majority 72.34 (percent) respondents felt that company policy is not the reason for employee turnover.

n) More than half 51.06 (percent) respondents felt that poor co-workers relation is reason for employee turnover.

o) More than half 65.96 (percent) respondents felt that pollution is not the reason for employee turnover.

p) More than half 63.83 (percent) respondents felt that stress is not the reason for employee turnover.

q) Vast majority 87.23 (percent) respondents felt that unhealthy condition is the reason for employee turnover.

r) More than half 55.32 (percent) respondents felt that for better child education employee turnover occurs.

s) More than half 57.45 (percent) respondents felt that lack of proper training leads to employee turnover occurs.

t) More than half 61.70 (percent) respondents felt that improper grievance handling is not a reason for employee turnover.

u) More than half 59.57 (percent) respondents felt that job pressure is not a reason for employee turnover.

v) More than half 59.57 (percent) respondents felt lack of commitment is not a reason for employee turnover.

w) More than half 68.09 (percent) respondents felt that market fluctuation is not a reason for employee turnover.

x) More than half 53.20 (percent) respondents felt lack of transport facility is not a reason for employee turnover.

y) Vast majority 91.49 (percent) respondents felt that late pay scale is a reason for employee turnover.

z) Vast majority 93.62 (percent) respondents felt that overtime work without wage is a reason for employee turnover.
aa) Majority 76.60(%) respondents felt that reputation of the organization is not a reason for employee turnover.

bb) More than half 68.09(%) respondents felt that lack of effective supervising is a reason for employee turnover.

cc) Majority 76.60(%) respondents felt that lack of same sex of co-workers is not a reason for employee turnover.

dd) Vast majority 80.85(%) respondents felt that marriage is not a reason for employee turnover.

ee) Vast majority 91.49(%) respondents felt that lack of refreshment facility is not a reason for employee turnover.

ff) Vast majority 82.98(%) respondents felt that maternity/paternity is not a reason for employee turnover.

gg) Majority 70.21(%) respondents felt that boredom of the same work is not a reason for employee turnover.

hh) Vast majority 89.36(%) respondents felt that poor employer employee relation is a reason for employee turnover.

ii) Vast majority 89.36(%) respondents felt that absenteeism is a reason for employee turnover.

Suggestion
a) The organization should select the right people in the first place through behavior-based testing and competency screening.

b) Also the organization should not neglect the innate talent, ability, and smarts to work in almost any position.

c) The employer of the organization should offer an attractive, competitive, comprehensive benefits package with components such as life insurance, disability insurance and flexible hours.

d) To improve the interest on work of the employees the organization should provide opportunities for people to share their knowledge on-the-job via training sessions, presentations, mentoring others and team assignments.

e) The communication between the employer and the employee should be strong to reduce the rate of employee turnover.

Conclusion
The results of this study confirmed the assumption that turnover rate in the public sector organizations is high especially in the regulatory authorities. Consequently, these organizations compete on a limited number of qualified employees in the market. The results of this study confirmed the accumulated evidence in the literature regarding the relationship between several demographic variables such as age, education and gender and turnover. Concerning employees' retention, the public sector organizations especially the regulatory authorities should play a more significant role in implementing human resources systems which should emphasize training and career development for the new employees. Thus, more effort is need in developing human resources management systems mainly in the public sector organizations.

Bibliography