



A STUDY OF WORKERS ATTRITION IN THE UNORGANIZED SECTOR WITH REFERENCE TO GARMENT TRADERS IN CHANDRAPUR CITY

Miss. Sneha G. Sarda*

B.B.A, M.B.A

2. Dr. Devender Kawday **

{Ph.D, M.Com, MBA, M.I.R.P.M., M.A. (Eco.), SET (UGC)}

Abstract

The attrition of the workers is a major problem now-a-days. There is the need for the solution of the same. Thus let us first understand the meaning of attrition. Attrition is defined as the reduction in the number of employees through retirement, resignation or death. It can also be stated as the action or processes of gradually reducing the strength or effectiveness of someone or something through sustain attack or pressure. The gradual reduction of workforce by employee's leaving and being replaced rather than by their being laid off.

Keywords: Attrition, reduction of workforce, Employee's leaving.

Introduction: Attrition, also known as employee churn, employee turnover, or employee defection, is an industrial term used to describe loss of employees or manpower.

Attrition is pretty high in the garment sector these days. It is a universal phenomenon and no industry is devoid of it, but the degree fluctuates from sector to sector. Attrition is a serious issue in the garment because the garment sector is knowledge-based and hence workers are its "assets".

Reason for attrition

Following are some of the basic reason for the occurrence of the attrition.

1. Better opportunity/Career Growth
2. Salary/Perk
3. Work atmosphere/ Infrastructure
4. Relationship with trader
5. Freedom at work place/work
6. Job security
7. Rewards and recognition
8. Stress/ work pressure

For the purpose of study the following factors were identified by experts. So based on these factors the questionnaire will be prepared and data will be collected.

- Working condition
- Salary
- Working hours
- Welfare
- Cordial relation with the regular customers
- Career growth
- Personal/family reason
- QWL

Objectives of the Study

1. To know the reasons of attrition in unorganized sector with special reference to garment traders in Chandrapur city.
2. To identify the factors which make workers dissatisfy.
3. To know the retention measures followed by garment traders in Chandrapur city.
4. To suggest ways and means to reduce attrition.
5. To explore and analyze the dimensions of attrition in unorganized sector.
6. To know the satisfactory level of workers towards their job and working conditions.
7. To find out factors which motivates workers to change their jobs.
8. To know various techniques that can be utilized to manage attrition.



Hypotheses

1. Workers attrition in the unorganized sector of garment traders is low.
2. The working conditions and welfare activities are properly maintained by Garment traders to reduce the attrition rate.

Review of Literature

Attrition rate and turnover cost is a burning topic in India. A good number of researchers are attracted toward this problem and some of the relevant research studies are reviewed here.

S. Batty Dorance Jeen (Jan-March 2014), in their study on attrition-turnover intention in retail industry explained that a large number of employee turnover is highly detrimental to both the organization as well as the employees. How to reduce employee's turnover intension is a very pivotal challenge for today's HR managers. The study was done through questionnaire.

From the econometric analysis, it is found out that turnover intension has influence on attrition factors such as QWL, career growth, working hours, personal/family reasons, and relation with internal co-worker, welfare, working condition, and salary.

The above research attempts to study some of the factors which may be the possible reasons for an employee to leave the organization. This research will help the organization or management to study further on those areas and come out with creative/innovative action plans to make the employees feel loyal, comfortable and interesting place to work. This will certainly bring down the attrition level and in future help management to reduce cost spent all through this process of recruitment to exit5.

Hypothesis Testing

To test the hypothesis "Workers attrition in the unorganized sector of garment traders is low" one-way ANOVA test is applied taking attitude of workers towards working in garment shop as dependent variable and factors showing attrition of workers as independent variables, where following results were obtained:

Descriptive Statistics

		N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Shop is selling products as per predefined targets	Strongly Agree	38	1.0263	.16222	.02632	1.00	2.00
	Agree	68	1.7500	.77988	.09457	1.00	4.00
	Neither Agree nor Disagree	42	2.1905	.59420	.09169	2.00	4.00
	Disagree	332	2.8795	.88147	.04838	2.00	5.00
	Strongly Disagree	113	4.3628	.48296	.04543	4.00	5.00
	Total	593	2.8651	1.18065	.04848	1.00	5.00
Shop is gaining profit as per predefined targets	Strongly Agree	38	1.0000	.00000	.00000	1.00	1.00
	Agree	68	1.3824	.48958	.05937	1.00	2.00
	Neither Agree nor Disagree	42	2.1429	.35417	.05465	2.00	3.00
	Disagree	332	2.6476	.87214	.04786	2.00	5.00
	Strongly Disagree	113	4.3717	.48541	.04566	4.00	5.00
	Total	593	2.6897	1.20311	.04941	1.00	5.00
Shop is facing the competition very well	Strongly Agree	38	1.0263	.16222	.02632	1.00	2.00
	Agree	68	1.3382	.47663	.05780	1.00	2.00
	Neither Agree nor Disagree	42	1.9762	.68032	.10498	1.00	3.00
	Disagree	332	2.5211	.79434	.04360	2.00	5.00
	Strongly Disagree	113	4.2124	.41082	.03865	4.00	5.00
	Total	593	2.5734	1.14569	.04705	1.00	5.00
Shop is maintaining the required stock	Strongly Agree	38	1.0000	.00000	.00000	1.00	1.00
	Agree	68	1.7500	.43623	.05290	1.00	2.00



properly	Neither Agree nor Disagree	42	2.2619	.44500	.06867	2.00	3.00
	Disagree	332	3.2741	.77743	.04267	2.00	5.00
	Strongly Disagree	113	4.6637	.47454	.04464	4.00	5.00
	Total	593	3.1467	1.19983	.04927	1.00	5.00
Satisfied with my shop's performance	Strongly Agree	38	1.1053	.31101	.05045	1.00	2.00
	Agree	68	1.3824	.48958	.05937	1.00	2.00
	Neither Agree nor Disagree	42	2.0952	.29710	.04584	2.00	3.00
	Disagree	332	3.1717	.93151	.05112	2.00	5.00
	Strongly Disagree	113	4.5841	.49508	.04657	4.00	5.00
	Total	593	3.0270	1.28634	.05282	1.00	5.00
Like to work with shop because I am seeing my growth with the shop's growth	Strongly Agree	38	1.0789	.27328	.04433	1.00	2.00
	Agree	68	1.4559	.50175	.06085	1.00	2.00
	Neither Agree nor Disagree	42	2.1667	.37720	.05820	2.00	3.00
	Disagree	332	3.2861	.91944	.05046	2.00	5.00
	Strongly Disagree	113	4.4956	.50221	.04724	4.00	5.00
	Total	593	3.0860	1.26051	.05176	1.00	5.00
Most of the shop's employees are working with the shop from more than 5 years	Strongly Agree	38	1.2105	.41315	.06702	1.00	2.00
	Agree	68	2.0735	.65372	.07928	1.00	4.00
	Neither Agree nor Disagree	42	2.5238	.89000	.13733	2.00	4.00
	Disagree	332	3.6807	.66903	.03672	2.00	5.00
	Strongly Disagree	113	4.8053	.39773	.03741	4.00	5.00
	Total	593	3.4705	1.17241	.04815	1.00	5.00
The job is monotonous in nature	Strongly Agree	38	1.1053	.31101	.05045	1.00	2.00
	Agree	68	1.3382	.47663	.05780	1.00	2.00
	Neither Agree nor Disagree	42	1.6190	.85404	.13178	1.00	3.00
	Disagree	332	2.7108	.87641	.04810	2.00	5.00
	Strongly Disagree	113	4.4690	.50126	.04715	4.00	5.00
	Total	593	2.7083	1.27113	.05220	1.00	5.00
Employees are happy to work with this shop	Strongly Agree	38	1.2105	.41315	.06702	1.00	2.00
	Agree	68	2.1029	.30614	.03713	2.00	3.00
	Neither Agree nor Disagree	42	2.4286	.76963	.11876	2.00	4.00
	Disagree	332	3.4849	.82799	.04544	2.00	5.00
	Strongly Disagree	113	4.8761	.33093	.03113	4.00	5.00
	Total	593	3.3710	1.20555	.04951	1.00	5.00
Employees are satisfied with the salary they receive	Strongly Agree	38	1.0000	.00000	.00000	1.00	1.00
	Agree	68	1.5000	.50372	.06108	1.00	2.00
	Neither Agree nor Disagree	42	2.0000	.00000	.00000	2.00	2.00
	Disagree	332	3.4910	.82442	.04525	2.00	5.00
	Strongly Disagree	113	4.7611	.50488	.04749	3.00	5.00
	Total	593	3.2395	1.30875	.05374	1.00	5.00
Satisfied with the incentives	Strongly Agree	38	1.0000	.00000	.00000	1.00	1.00
	Agree	68	1.7647	.67177	.08146	1.00	4.00
	Neither Agree nor Disagree	42	2.2143	.47038	.07258	2.00	4.00
	Disagree	332	3.7380	.70433	.03866	2.00	5.00
	Strongly Disagree	113	4.9204	.27195	.02558	4.00	5.00



	Total	593	3.4536	1.27937	.05254	1.00	5.00
Shop is located at convenient place	Strongly Agree	38	1.1579	.36954	.05995	1.00	2.00
	Agree	68	2.0000	.64646	.07839	1.00	4.00
	Neither Agree nor Disagree	42	2.1905	.59420	.09169	2.00	4.00
	Disagree	332	2.8795	.88147	.04838	2.00	5.00
	Strongly Disagree	113	4.0885	.60589	.05700	3.00	5.00
	Total	593	2.8499	1.08401	.04451	1.00	5.00
Support is provided during tough times	Strongly Agree	38	1.0000	.00000	.00000	1.00	1.00
	Agree	68	1.5147	.53232	.06455	1.00	3.00
	Neither Agree nor Disagree	42	2.2619	.44500	.06867	2.00	3.00
	Disagree	332	3.4277	.78749	.04322	2.00	5.00
	Strongly Disagree	113	4.5841	.49508	.04657	4.00	5.00
	Total	593	3.1906	1.23810	.05084	1.00	5.00

The above table shows the mean values, standard deviation, minimum value and maximum value of each of the factor of attrition level. It is found from the above analysis that in almost all the factors of attrition level the total mean value obtained ranges between 2.5 and 3.5, which states that there is high level of attrition of employees in unorganised garment shop.

Findings

Following are the findings of the research

1. It was found during the research that, majority of the employees i.e. 37.5% agree that shop is selling products as per predefined targets, however majority of the employers feel contrast to this this. Majority of the employers do not agree that shop is selling products as per predefined targets.
2. There is always a difference of opinion between employer and employee. Employee feel that the sale of garment shop is as per the targets and at the same time employers feel that the sale is not up to the mark.
3. It is also observed that, majority of both category of respondents i.e. 45.9% of employees and 34.2% of employers agree that shop is gaining profit as per predefined targets. At the same time 12.3% of employees and 21.5% of employers strongly agree to this. Whereas, 8.8% of employees and 15.2% of employers neither agree nor disagree to this. However, 25.7% of employees and 19% of employers disagree to the above fact and remaining 7.4% of employees and 10.1% of employers strongly disagree to this.
4. Majority of both the respondents i.e. 46.5% of employees and 32.9% of the employers agree that Shop is facing a healthy competition which is supported by 15% of employees and 19% of employers who strongly agree to this. 11.3% of employees and 12.7% of the employers neither agree nor disagree to this. However, 24.3% of employees and 19% of the employers disagree that shop is facing any sort of competition and remaining 2.9% of employees and 16.5% of employers strongly disagree to this.
5. During the research it was found that, majority of the employees i.e. 32.7% disagree that shop is maintaining the required stock properly, however majority of the employers agree that shop is maintaining the required stock properly. Only 24.3% of the employees agree that shop is maintaining the required stock properly and 7% of the employees and 24.1% of employers strongly agree to this. However, remaining 14.7% of the employees and 7.6% of the employers strongly disagree to this.
6. It was also observed during the research that, 29.2% of the employees and majority of the employers i.e. 43% agree that they are satisfied with their shop's performance which is supported by 12.5% of employees and 15.2% of the employers who strongly agree to this. However, majority of the employees i.e. 38.1% and 20.3% of the employers disagree to the above fact and remaining 12.5% of the employees and 7.6% of the employers strongly disagree to this. This clearly shows that there is difference in the satisfaction level of both the employers and employees.

Conclusion

Following are the conclusions based on the study

1. The proper information is a source of trust for people. The same is true in case of unorganised sector. It is found that employer feels the sale of shop is not up to the mark whereas employees feel the sale is up to the mark. Daily turnover is important criteria in deciding the salary and perks of the employees. There should be proper



communication between shop keeper and employee about the expected sale. Also they should maintain transparency regarding daily turnover as well as in sharing overall performance of the shop.

2. The study reveals that unorganised sector is losing their employees regularly due to improper management. Unorganised shop owners are able to retain less than 50% staff for 5 and more years. This indicates huge attrition. This attrition is hurting the performance of garment shop owners. To stop this attrition, they need to bring formal HR policies in their shop.
3. Proper compensation and reward should be given to employees in order to retain the employee as a part of formal HR policy. Off course, before implementing formal HR policies shop owners will have to do the cost benefit analysis. The cost benefit analysis will tell them the extent to which they can implement the HR policies. However, implementing formal HR policies will bring the job satisfaction among the employees and it will lead towards low attrition.
4. Working condition plays a vital role in retaining the employees. However, even during the research, researcher observed various lacunas in working conditions. There are shops which do not have washroom facility and proper drinking water facility. The lack of seating arrangements for employees are observed in more than 80% of shops. It seems that shop keeper hardly believes in working condition and employee attrition. It reveals that shop keepers feel “improving working condition” is an extra expense rather than investment. This mentality has to change. Else the garment shop keepers will keep losing their employees.
5. There are significant dissatisfaction among employees with regard to body language, tone and disrespectful behaviour of the employer. Almost 75% employees are dissatisfied with these soft skill parameters. It is well known fact that more than 90% of communication comprise of “Tone and Body language”. In fact, various researchers have argued that verbal communication carries only 7% impact in communication. There is an urgent need of training to shop keepers in this soft skill area. The garment shop keepers need to learn that inappropriate language, tone and disrespectful behaviour leads towards employee attrition.

References

- a. Abelson, M., B. Baysinger (1984), “Optimal and dysfunctional turnover: Toward an organizational level model,” *Academy of Management Review*, Vol. 9 NO.2, PP.331-341
- b. B. Krash (2005) “Job and Organizational determinants of nursing home employee commitment, job satisfaction and intent to turnover”, *Ergonomics*, vol.48, No. 10
- c. Boswell, W.R., Boudreau, J.W., & Tychy (2005), “The relationship between employee job change and job satisfaction: The honey moon-hangover effect,” *Journal of Applied Psychology*, Vol.47, pp.275-301.
- d. BPOIndia(2004),“Attritionin BPO Industry”, sourced from <http://www.bpoindia.org/research/attrition.shtml>.
- e. S. Batty Dorance Jeen (2014), “A Study on Attrition-Turnover in Retail Industry,” *International Journal of Business and Administration Research Review*, vol. 1 No. 3.