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DECLARATION

I the undersigned do hereby declared that this dissertation entitled, “IMPACT OF EMPLOYEES TURNOVER ON THE WORK-ATMOSPHERE OF THE ORGANISATION” has been submitted to S.S.R College of arts commerce and science. Affiliated to Savitribai Phule Pune University, Silvassa In partial fulfillment of the requirement of degree. Of “Master of Commerce” is a record of Original work done by me during this period of study 2019-2020.

I, undersigned Ashish.B.Bilung hereby declare that the project work has been completed by me under the guidance of Mr. Abuhasan Sonai Sheikh the study of the project is entirely resulting of my own efforts and original in nature. This project is not submitted either in part or whole to other institute or university for any degree.

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BIBLIOGRAPHY



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CHAPTER – 1

INTRODUCTION

1.1 INTRODUCTION

In the context of human resources, turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees in a workforce that leave during a certain period of time.

Organizations and industries as a whole measure their turnover rate during fiscal or calendar year. If an employer is said to have a high turnover rate relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novices. Companies will often track turnover internally across departments, divisions, or other demographic groups, such as turnover of women versus men.

Additionally, companies track voluntary turnover more accurately by presenting parting employees with surveys, thus identifying specific reasons as to why they may be choosing to resign. Many organizations have discovered that turnover is reduced significantly when issues affecting employees are addressed immediately and professionally.

1.1.1 MEANING

- **Employee Turnover:**-In human resource terms, employee turnover is a measurement of how long your employees stay with your company and

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how often you have to replace them. Any time an employee leaves your company, for any reason, they are called a turnover or separation.

1.1.2 DEFINITION

Price,

“As the movement of members across the boundary of an organization”

Mobley,

“Turnover is the voluntary cessation of membership in an organization by an individual who receives monetary compensation for participating in that organization”.



Figure no.1.1 Employee Turnover

1.1.3 TYPES OF EMPLOYEE TURNOVER

- **Voluntary Turnover:-**

This type of turnover is when an employee decides to voluntarily leave the organization. It is the employee's choice to disassociate from the organization, without pressure from any external forces.

- **Involuntary turnover:-**

This type of turnover is when an employee is fired, or asked to leave the organization due to economic necessity or a poor fit. This type of turnover

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is result from the employer's decision rather than the employee. It might be employers would not want to keep poor performers or excess manpower.

- **Desirable Turnover:-**

Turnover is considered desirable when an organization fires or loses underperforming employees and replaces them with new hires. This process may not go down well with a lot of employees, yet it is essential to keep the momentum going within the organization.

- **Undesirable Turnover:-**

Undesirable turnover is when an organization loses its top performing employees. Some employees leave a deeper impact than others, those are the employees that are difficult to replace.

1.1.4 REASONS FOR EMPLOYEE TURNOVER

Organizations should do everything within their power to reduce turnover as much as possible. To do that, we first need to understand the more common reasons employees decide to leave.

Here are seven of them:-



Figure no.1.2 Reasons for employee turnover

- **Employees are worked to the bone.**

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One of the research reveals that nearly 70% of employees feel as though aren't enough hours in the week to do their jobs. Having too much work on their plates week in and week out isn't exactly motivating, to say the least. Overworked employees will often jump ship to join companies that understand the importance of work-life balance.

- **Team members are treated differently.**

When the boss's favorite employees start getting treated differently than everyone else,

It's only a matter of time before other workers get angry. You can't let one employee make their own flexible schedule if no one else is given that privilege.

- **Workers like making money.**

Almost 25% of employees would leave their jobs for a 10% raise somewhere else, as research reveals. If your organization offers miserly salaries and hesitates to give raises, chances are members of the team will constantly be on the lookout for an escape.

- **Company culture is toxic.**

Work culture is strongly correlated with employee happiness. When workers love their company's culture, they're happier and more productive. When they dislike the company culture, they're miserable and unmotivated.

- **Employees hate their bosses.**

If you notice that a lot of your employees who work under a specific manager are jumping ship. It's not because your company is so awesome and they simply can't keep up with it. It's because the manager is terrible. Remember, people quit their bosses, not their companies.

- **There aren't enough career development opportunities.**

Employees want to develop professionally. They want opportunities to advance their careers, not just crank out work for the sole benefit of their employer's wallet. One research has found that only 25% of workers feel as though there are ample opportunities for development at their

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organizations. If you never offer your staff career development opportunities, don't be surprised when there's an exodus.

- **Employees aren't recognized for their hard work.**

You can't expect your employees to bust their tails on a daily basis if you take their efforts for granted. When employees aren't recognized for their contributions, at least every now and again, they may look for an exit.

1.1.5 FORMULA FOR EMPLOYEE TURNOVER

$$\text{Turnover rate Formula} = \frac{\text{Employee separations for the period}}{\text{Average No. of employees during the period}} \times 100$$

1.2 OBJECTIVES OF THE STUDY

- To investigate factors which leads to employees turnover.
- To Analyze the impact in Work-atmosphere due to employees turnover.
- To study the steps organization undertakes to reduce employees turnover.
- To study if there is a relation between organization conflict, payscale, evaluation of fair standard and Tensions and is directly and indirectly related with employees turnover.

1.3 SCOPE OF THE STUDY

The success of any manufacturing organization depends largely on the workers, the employees are considered as the backbone to any organizations. So organization needs to understand it's employees, as to why they prefer to change their job and which factors make employee dissatisfy. Employee turnover is a critical issue, so it is needed by the organizations in order to asses the overall interest and the feelings of the employee towards their nature of job and organization. This study will serve as a basis for measuring the organization's overall performance in terms of employee satisfaction. It will

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also be helpful to the management to improve its core weaknesses by the suggestions and recommendations prescribed in the project.

1.4 STATEMENT OF THE PROBLEM

High employee turnover can have a severe impact on any organization, both financially and emotionally. If we suspect that turnover is an issue to business, steps should be taken for the same to recognize possible causes of turnover, and measure it's turnover rate, determine turnover costs and turnover problems must be addressed.

This study will be undertaken to identify the level of employee's attitude, the dissatisfaction factors they face in the organization and for what reason they prefer to change their job. Once the levels of employee's attitude are identified, it would be possible for the management to take necessary action to reduce turnover level. Since they are considered as backbone of Temple packaging Pvt. Ltd. Their progression will lead to the success of the company for the long run.

1.5 LIMITATIONS OF THE STUDY

While working on this project certain hindrance and Restrictions were been faced.

The following are detailed below:-

- The employees were unaware about the term “Employee Turnover”. So it took the efforts to explain every individual.
- While Data collection, it was found that Male respondents were more compared to Female Respondents due to which factors affecting female employees cannot be properly recognized.

1.6 CHAPETR SCHEME

- **First Chapter**

IMPACT OF EMPLOYEES TURNOVER ON THE WORK-ATMOSPHERE OF THE ORGANIZATION

The first chapter is Introduction of a project. Which gives basic idea about the topic. It includes Types, Reasons for employee turnover, Formulas for calculation of employee turnover, Objectives of the study, Scope of the study, Statement of problem & limitation of study.

- **Second Chapter**

The second chapter contains review of literature.

- **Third Chapter**

The Third Chapter is Company Profile, which includes the details of the company.

- **Fourth Chapter**

The Fourth Chapter is Research Methodology, which consists of the research design, sampling, sources of data, research problem, formation of questionnaire and area of study

- **Fifth Chapter**

The Fifth Chapter significantly deals with the Data Analysis and interpretation. It represents details of the data that has been processed, analyzed, tabulated and interpreted, so that the findings can be communicated and easily understood. In addition of this, tables and graphs have been used for clear understanding.

- **Sixth Chapter**

The Six Chapter consists of the findings and conclusion and suggestion of the present study followed by bibliography covering referred material or websites used for the study and the annexure showing the questionnaire.

CHAPTER-2

REVIEW OF LITERATURE

- **Henry Ongori, (2007)**

Although several studies have been conducted on this topic, most of the researchers focus on the causes of employee turnover but little has been done on the examining the sources of employee turnover, effects and advising various strategies which can be used by managers in various organisations to ensure that there is employee continuity in their organisations to enhance organizational competitiveness.

- **Dr. Sami M. Abbasi, Dr. Kenneth W. Hollman, (2000)**

“revolving door policy.” And “management by turnover,” are a few of many colorful and euphemistic terms used to describe this organizational phenomenon, By whatever name or form, Labor turnover is one of the most significant causes of declining productivity and sagging morale in both the public and private sectors. Management theorists say it lies behind the failure of U.S employee productivity to keep pace with foreign competition.

- **Samuel Emeka Mbah, C.O. Ikemefuna, (2012)**

It defines basic concepts of job satisfaction and employees’ turnover intention. It specifically considered satisfaction with pay, nature of work and supervision as the three facets of job satisfaction that affect employee turnover intention.

- **Armstrong, (2011)**

argues that the prospect of getting higher pay elsewhere is one of the most obvious contributions to turnover. This practice can be regularly observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level workers in relatively undemanding jobs.

- **Muchinsky (1990)**

that insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less commitment to their organization, and eventually display a propensity to leave the organization.

- **Bedeian and Armenakis (1981)**

mentioned that job-induced tension causally affected satisfaction which in turn, influenced the propensity to leave. There appears to be strong support for stress playing an important role in affecting intention to quit.

- **Debrah, (1993)**

a supervisor with poor interpersonal skills and who is also inflexible very quickly drives employees away.

- **Kevin et al. (2004)**

Organizations spend a lot on their workforces in terms of orientation and training, developing, preserving them in their organization. Therefore, administrators at all expenses must reduce worker's turnover. Although, there is no ordinary context for understanding the personnel turnover procedure as whole, a wide array of aspects have been initiate useful in initiating employee turnover.

- **Meyer, (2001)**

said that employee's turnover may be due to a particular cause but they can also be an indication of more fundamental organizational problems. Establishing the cause and working out for a solution may, therefore, calls for re-examination of the organization policies and procedures. It may be difficult for those within the organizations to conduct this with the degree of rigour and objectives required, and therefore it is advisable to involve someone or a group of people outside the organizations to undertake this task.

- **Nugent, (2009)**

concluded that employee turnover can be defined as a percentage figure which shows the rate at which employees move in and out of the organization. However, this figure most likely represents both controllable turnover (controllable by the organization) and uncontrollable turnover. Controllable turnover is "voluntary" by the employee, while uncontrollable turnover is "involuntary"

- **Noe, (1954)**

Said that when employees leave organizations at their own discretion, it is referred to as voluntary turnover. It is initiated by the choice of an employee. A similar definition is given by Egan [31] stating that an instance of voluntary turnover reflects an employees decision to leave an organization, whereas an instance of involuntary employee turnover or a discharge reflects an employers decision to terminate the employment relationship.

- **Branham, (1995)**

suggested that when employees feel that they are worth more and paid less for the job which they are doing, condition of disparity exists. When the gap becomes large and opportunity occurs, turnover can be a result. Researchers argue that

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psychological contract violation has important bearing on employee turnover. And its symptoms are anger, frustration, decreased motivation, dissatisfaction, lessened commitment, turnover, litigation, and unionization.

- **Zhou and George, (2001)**

observed that employees reacted to job dissatisfaction in one of the four ways: exit, voice, loyalty, and neglect. Out of this exit, loyalty and neglect can be detrimental for an organisation, whereas voice form of dissatisfaction when expressed in an active manner can result in creativity as the employees within an organisation will always be looking for improvement and new ways of doing things.

- **Nagdeva et. al. (2008)**

prediction models using data mining technique provide accurate and consistent results regarding employees turnover. The authors were able to find a correlation between the prediction and the true condition .Deepa and Stela (2012) attempted to study some of the factors which may be the possible reasons for an employee to leave the organisation. To reduce the employee turnover rate the company must concentrate on working condition and safety measures. So it leads the organisation to retain their employees.

- **Tiwari, (2014)**

concludes that to reduce turnover in financial institution should create some opportunity for the growth of their employees. Effective training programme and the company can recruit people's who are competent and can cope with problems.

- **Koh and Goh, (1995)**

found that satisfaction with the nature of work was negatively associated with turnover intention in their sample of clerical employees in the banking industry in Singapore. This relationship it is believed will hold for other jobs and industries likewise.

- **Carley, (1992)**

cited in Tham, states that employees turnover means the variation of labours around the labour market, between organizations, contracts and careers. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover.

- **Moore, (2002)**

concluded that supervisory support has an indirect relationship with turnover. Support from supervisors reduced the nurses' burnout, and indirectly, through reduced levels of burnout, reduced nurses' intention to quit.

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- **Woods and Macaulay, (1989)**

identified the reasons for turnover in employees engaged in the hospitality sector as: quality of supervision, ineffective communication, working conditions, quality of co-workers, inappropriate condition with company culture, low pay and few benefits, lack of clear definition of responsibilities, no direction on what to do. Found in Journal of Strategic Human Resource Management, 2013.

- **Hom and Griffeth, (2001)**

Mentioned in Asian Journal of Social Sciences and Management Studies, 2015, Employees turnover tends to be higher in environments where employees feel they are taken advantage of, where they feel undervalued or ignored, and where they feel helpless or unimportant. Clearly, if managers are impersonal, arbitrary and demanding, there is a greater risk of turnover.

CHAPTER-3

COMPANY PROFILE



Figure No.3.1. Company Profile

3.1 General information

Company Name:- Temple packaging Pvt.Ltd.

Location:- Daman & Diu

Description of Main Division:- Manufacturer of Pharmaceutical cartons, printed leaflets,

Printed folding cartons for food and beverages

Year Established:- 1994

Head Office:- Mumbai

CIN:- U28129MH1994PTC079298

ROC:- ROC Mumbai

3.2 INTRODUCTION

Temple packaging Private Limited is a Private incorporated on 29 June 1994. It is classified as Non-govt company and is registered at Registrar of Companies, Mumbai. Its authorized share capital is Rs.110,000,000 and its paid up capital is Rs.47,358,500.

3.3 VISION

Our mission is to be one-stop-shop for all our customers packaging needs. Our factories are setup at convenient locations, spreading across the south, north and central regions, we target nothing but excellence by catering to our customers needs by providing top quality goods and services.

3.4 THE INFRASTRUCTURE

Our plants in Baddi, Daman, Hyderabad and Indore are each around 75000sqft and are fully equipped to manufacture all styles of cartons with complete variety of finishing operations inhouse and are able to service you quickly. The plants have state of art manufacturing equipment, purchased from leading machinery manufacturers.

3.5 THE PACKAGING FOR FMCG

Temple Packaging works closely with the customers in the FMCG (Fast moving Consumer -Goods) industry to deliver a wide range of packaging across the country. FMCG, in this fastest growing sector we manufacture folding cartons for Hair Dye, Perfume, Cosmetics, cartons for Soaps, Toothpaste, Cartons with Window Patch for Apparel & tissue boxes, Personal care packaging etc.

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Figure No.3.2 FMCG Products

3.6 THE PACKAGING FOR FOOD & BEVERAGES

We provide high quality folding cartons for the food industry. We use FDA approved raw materials for packaging that has food contact. Our processes include use of special materials that all the food packaging to withstand cold and moisture or high temperature. Temple packaging ensures a highly quality product is delivered to customers in this fast growing industry. We design and manufacture cartons for Biscuits & sweets, cartons for chocolates, specially designed packaging for Festival offerings, cartons for packaging Masala, Mono cartons for Liquor.



Figure No.3.3 Food & Beverage Products

3.7 THE PACKAGING FOR PHARMACEUTICAL

Being the largest pharmaceutical carton and printed leaflets manufacturer in the country. We specialize in manufacturing cartons for the pharmaceutical industry

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that fulfill the needs of industries strict requirements. With the help of strong systems along with SOPS we are in the position to assure our clients with their requirement.



Figure No.3.4 Pharmaceutical Products

CHAPTER-4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

Research methodology is the path through which researchers need to conduct their research. It shows the path through which these researchers formulate their problems and objective and present their result from the data obtained during the study period. This research design and methodology chapter also shows how the research outcome at the end will be obtained in line with meeting the objective of the study. This chapter hence discusses the research methods that were used during the research process.

4.2 DEFINITION

“Research is a systematic inquiry to describe, explain, predict, and control the observed phenomenon. Research involves inductive and deductive methods.”

Earl Robert Babbie

Research Methodology

“The organized questioning and exploration either by hypothesis formulation or scientific testing of any inquisition or query by following a set of standard rules and procedures.”

4.3 OBJECTIVES OF RESEARCH

The Main objectives of research are:-

- To gain familiarity or achieve a new insight towards a certain topic.
- To verify and test important facts.
- To analyze an event, process or phenomenon.
- To identify the cause and effect relationship.
- To find solutions to scientific, non-scientific and social problems.

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- To determine the frequency at which something occurs.

4.4 TYPES OF RESEARCH

Types of research methods can be broadly divided into two quantitative and qualitative categories. They are defined as below:-

❖ **Quantitative Research:-**

“Describes, infers, and resolves problems using numbers. Emphasis is placed on the collection of numerical data, the summary of those data and the drawing of inferences from the data”

❖ **Qualitative Research:-**

It is based on words, feelings, emotions, sounds and other non-numerical and unquantifiable elements. It has been noted that “information is considered qualitative in nature if it cannot be analyzed by means of mathematical techniques. This characteristic may also mean that an incident does not take place enough to allow reliable data to be collected”.

Other research includes:-

❖ **Descriptive Research:-**

It usually involves surveys and studies that aim to identify the facts. In other words, descriptive research mainly deals with the “description of the state of affairs as it is at present” and there is no control over variables in descriptive research.

❖ **Analytical Research:-**

It is fundamentally different in a way that “the researcher has to use facts or information already available and analyze these in order to make a critical evaluation of the material”.

❖ **Applied Research:-**

It refers to scientific study and research that seeks to solve practical problems. Applied research is used to find solutions to everyday problems, cure illness, and develop innovation technologies, rather than to acquire knowledge for knowledge’s sake.

❖ **Correlational Research:-**

It refers to the systematic investigation or statistical study of relationships among two or more variables, without necessarily determining cause and effect.

❖ **Ethnographic Research:-**

It refers to the investigation of a culture through an in-depth study of the members of the culture; it involves the systematic collection, description, and analysis of data for development of theories of cultural behavior.

❖ **Exploratory Research:-**

It is a type of research conducted for a problem that has not been clearly defined. Exploratory research helps determine the best research design, data collection method and selection of subjects.

4.6 RESEARCH PROCESS

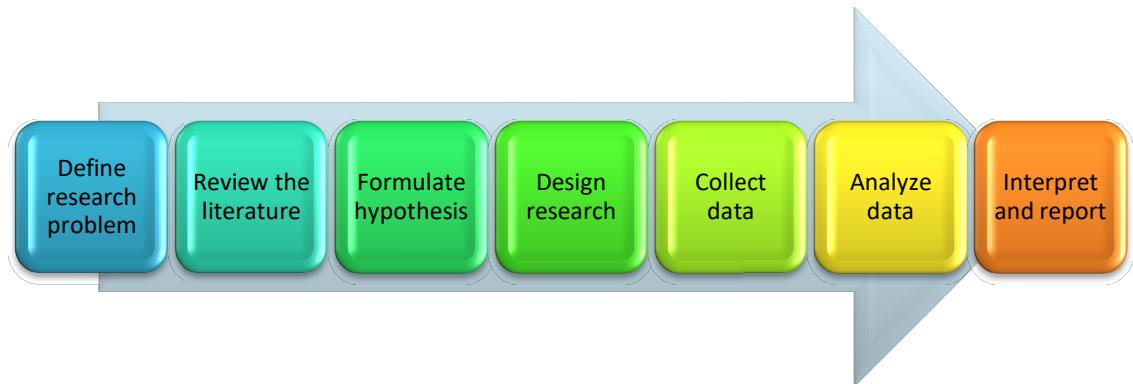


Figure No.4.1 Research Process

➤ **Step 1:-Define Research problem**

There are two types of research problems, viz., those related to states of nature, relationship between variables. Essentially two steps are involved in defining research problems, viz., understanding the problem thoroughly & rephrasing the same into meaningful terms from a point of view.

➤ **Step 2:-Review of Literature**

Once the problem is defined, a brief summary of it should be written down. It is compulsory for a research worker writing a thesis for a Ph.D degree to

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write a synopsis of topic and submit it to necessary committee or the research board for approval.

➤ **Step 3:-Formulate Hypothesis**

Formulate hypothesis is a tentative assumptions made in order to draw out and test its logical or empirical consequences. Hypothesis should be very specific and limited to the piece of research in hand because it has to be tested.

➤ **Step 4:- Preparing the research**

The function of research design is to provide for the collection of relevant evidence with minimal expenditure of effort, time and money. Research purpose may be grouped into four categories viz.,(1) Exploration, (2) Description, (3) Diagnosis, & (4) Experimentation.

➤ **Step 5:-Data collection**

Primary data can be collected through:-By observation, through personal interview, through telephone interview, By mailing of questionnaires, through schedules.

➤ **Step 6:-Data Analysis**

The analysis of data requires a number of closely related operations such as establishment of categories. This stage mainly include:-Coding, Editing, tabulation.

➤ **Step 7:-Interpretation and Report writing**

Researcher has to prepare the report of what has been done by him. Writing of reports includes:- The preliminary pages; the main text, and the end matter.

4.7 RESEARCH DESIGN SELECTION

The Researcher has selected the exploratory and descriptive research design in order to conduct the in-depth “Impact of employees turnover on the work-atmosphere of the organization”.

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Sampling design

It is a mathematical function that gives you the probability of any given sample being drawn.

Sampling

It is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population.

Sample Area

The research was collected at Temple packaging pvt.ltd.

Sample Size

Researcher has taken 30 respondent as a sample.

Sampling Method

Random Sampling is been used to carry out the survey.

Population

Total number of employees 500

Tools for analysis

Percentage analysis is used

4.8 SAMPLE

A sample refers to a smaller, manageable version of a larger group. It is a subset containing the characteristics of a larger population. Samples are used in statistical testing when population sizes are too large for the test to include all possible members or observations. A sample should represent the population as a whole and not reflect any bias toward a specific attribute.

4.8.1 Definition

Sampling defined as “The act, process, or technique of selecting a representative part of a population for the purpose of determining parameters or characteristics of the whole population.”

4.8.2 Types of Sampling

- **Random Sampling**

With random sampling, every item within a population has an equal probability of being chosen. It is furthest removed from any potential bias because there is no human judgement involved in selecting the sample.

- **Judgement sampling**

Auditor judgement may be used to select the sample from the full population. An auditor may only be concerned about transaction of a material nature.

- **Block Sampling**

Block sampling takes a consecutive series of items within the population to use as the sample.

- **Systematic Sampling**

Systematic sampling begins at a random starting point within the population and uses a fixed, periodic interval to select items for a sample. The sampling interval is calculated as the population size divided by the sample.

4.10 AREA OF STUDY

Daman & Diu, a union territory in west india, consists of 2 separate areas divided by the Arabian Sea. The Daman Ganga River flows through the coastal town of daman. Diu is small island and Mainland village. The fort of Moti Daman, Diu Fort and 16th century churches reflect the territory's past as a Portuguese colony.

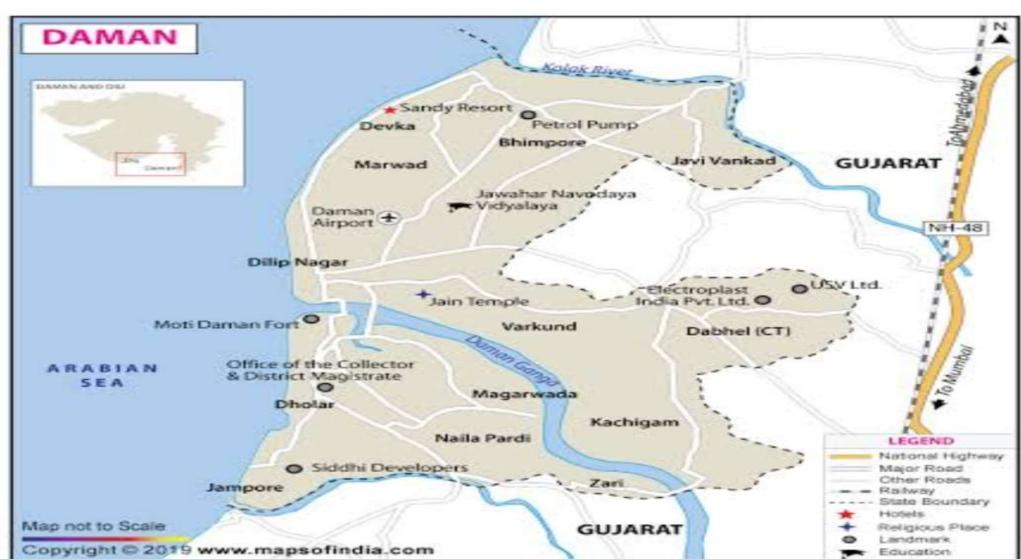


Figure No.4.2 Area of Study

IMPACT OF EMPLOYEES TURNOVER ON THE WORK-ATMOSPHERE OF THE
ORGANIZATION

CHAPTER-5

DATA ANALYSIS AND INTERPRETATION

5.1 INTRODUCTION OF DATA ANALYSIS

Data analysis and interpretation is the process of assigning meaning to the Collected information and determining the conclusions, significance and implications of the findings. It is an important and exciting step in the process of research. In all research studies, analysis follows data collection.



Figure no.5.1 Data analysis and Interpretation

5.2 DATA INTERPRETATION

Data interpretation refers to the implementation of processes through which Data is reviewed for the purpose of arriving at an information conclusion. The interpretation of data assigns a meaning to the information analyzed and Determines its significance and implications.

5.3 DATA ANALYSIS AND INTERPRETATION

5.3.1 AGE OF THE RESPONDENT

Table No.5.1

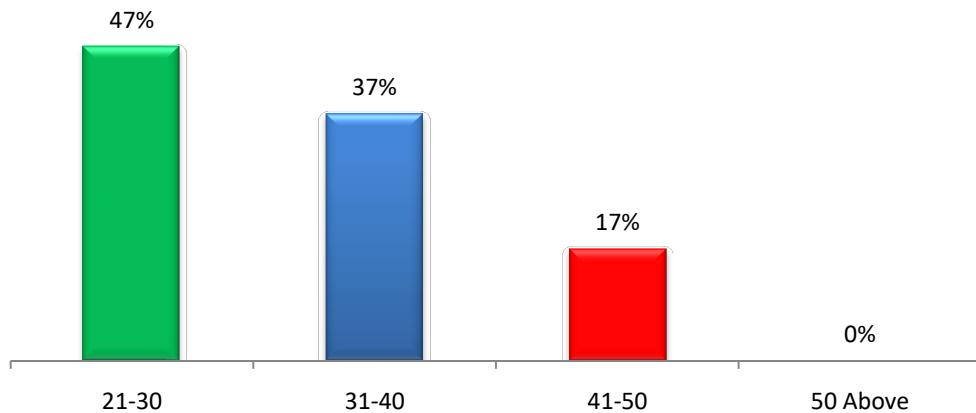
Age of Respondents

Age(years)	Respondents	Percentage(%)
21-30	14	47
31-40	11	37
41-50	5	17
50 Above	0	0
Total	30	100

Graph No.5.1

Age of Respondents

■ 21-30 ■ 31-40 ■ 41-50 ■ 50 Above



Interpretation

According to the research, it was found that 47% aged between 21 to 30, 37% aged between 31 to 40, 17% aged between 41 to 50, & none of them aged above 50.

5.3.2 GENDER OF THE RESPONDENT

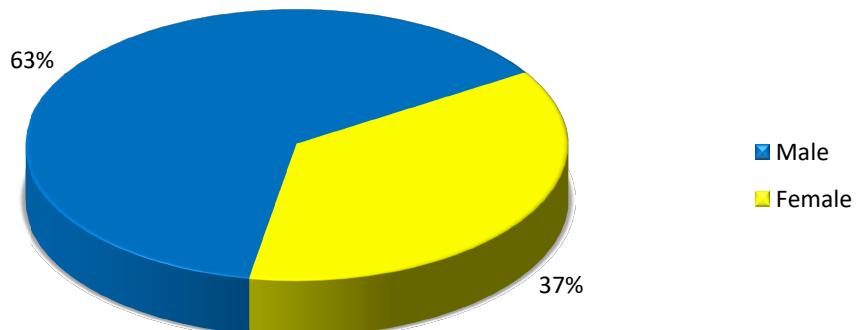
Table No.5.2

Gender of the Respondent

Gender	Respondent	Percentage(%)
Male	19	63
Female	11	37
Total	30	100

Graph No.5.2

Gender of the Respondent



Interpretation

According to the research, it was found that 63% were male respondent & 37% were female respondent.

5.3.3 Marital status

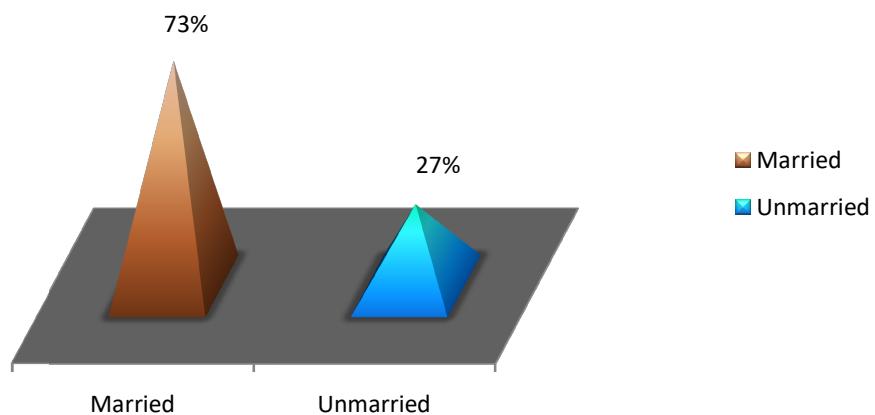
Table No.5.3

Marital status of Respondent

Marital status	Respondent	Percentage(%)
Married	22	73
Unmarried	8	27
Total	30	100

Graph No.5.3

Marital status of Respondent



Interpretation

According to research, it was found that 73% were married & 27% were unmarried.

5.3.4 EDUCATIONAL QUALIFICATION

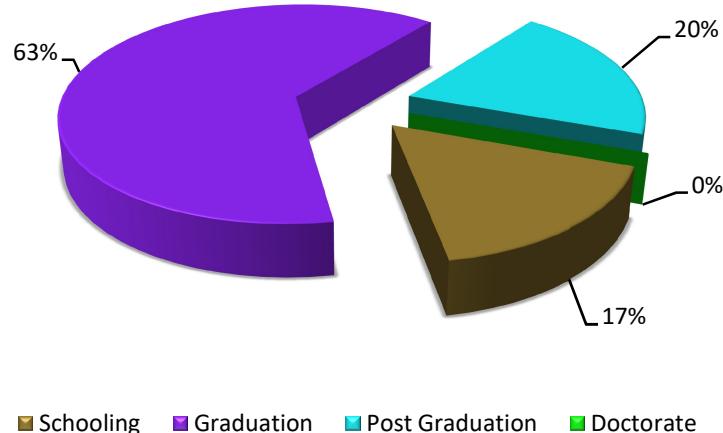
Table No.5.4

Educational Qualification of the Respondent

Educational qualification	Respondent	Percentage(%)
Schooling	5	17
Graduation	19	63
Post Graduation	6	20
Doctorate	0	0
Total	30	100

Graph No.5.4

Educational Qualification of the Respondent



Interpretation

According to research, it was found that 17% have done their schooling, 63% completed their graduation, 20% completed their post-graduation, & no one for doctorate.

5.3.5 Annual Income

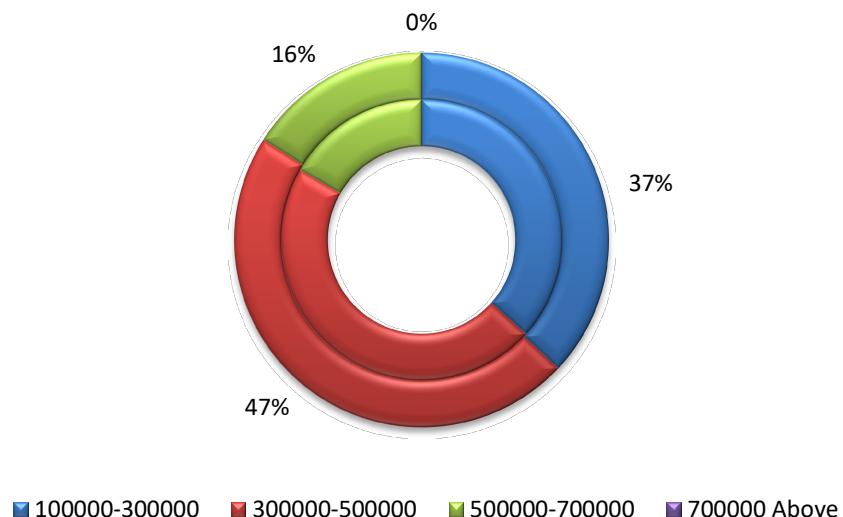
Table No.5.5

Annual Income of Respondent

Annual Income	Respondent	Percentage(%)
100000-300000	11	37
300000-500000	14	47
500000-700000	5	16
700000 Above	0	0
Total	30	100

Graph No.5.5

Annual Income of Respondent



Interpretation

According to research, it was found that 37% earn the annual income between 100000 to 300000, 47% earn the annual income between 300000 to 500000, 16% earn the annual income between 500000 to 700000, None of them are above 700000.

5.3.6 Work stress as a Factor

Table No.5.6

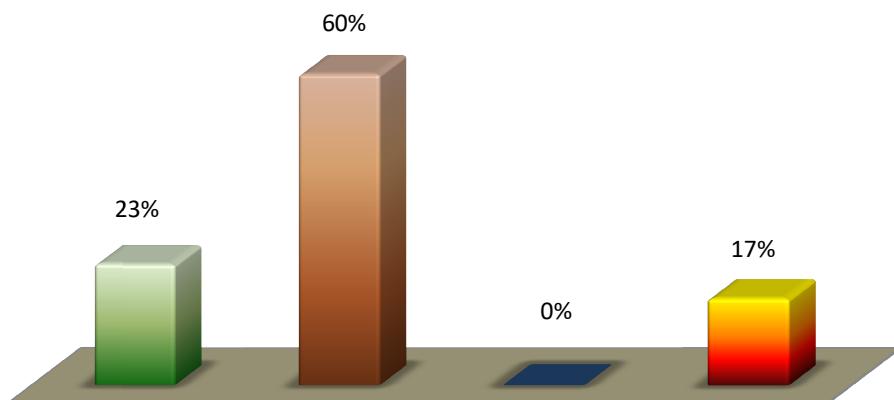
Work stress as a Factor

Work stress as a factor	Respondent	Percentage(%)
Strongly Agree	7	23
Agree	18	60
Strongly Disagree	0	0
Disagree	5	17
Total	30	100

Graph No.5.6

Work stress as a Factor

■ Strongly Agree ■ Agree ■ Strongly Disagree ■ Disagree



Interpretation

According to research, it was found 23% strongly agree & 60% agree work stress as one of the factor. While 17% disagree to this point.

5.3.7 Advanced Training & Development

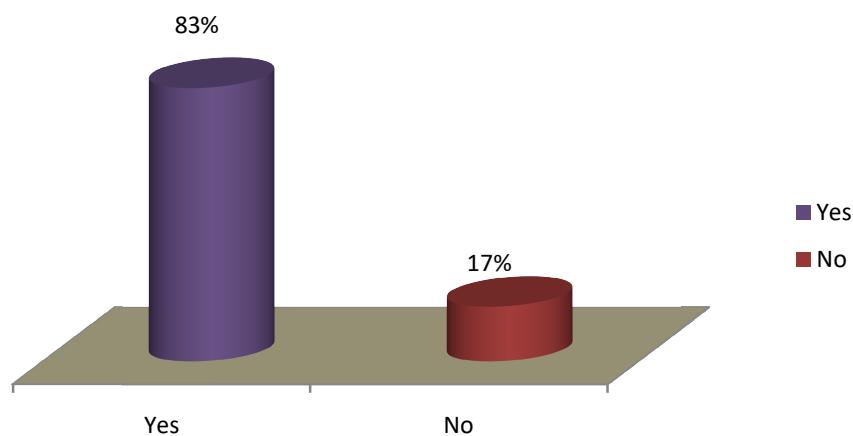
Table No.5.7

Advanced Training & Development

Advanced Training & Development	Respondent	Percentage(%)
Yes	25	83
No	5	17
Total	30	100

Graph No.5.7

Advanced Training & Development



Interpretation

According to research, it was found that 83% were provided with advanced training & development, 17% were not provided with any kind of training & development.

5.3.8 Advancement opportunity have direct affect on Employee Turnover

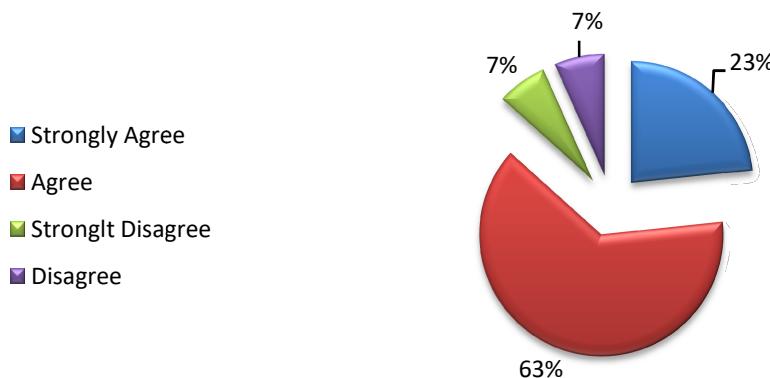
Table No.5.8

Advancement opportunity have direct affect on Employee Turnover

Advancement opportunity have direct affect on employee turnover	Respondent	Percentage
Strongly Agree	7	23
Agree	19	63
Strongly Disagree	2	7
Disagree	2	7
Total	30	100

Graph No.5.8

Advancement opportunity have direct affect on Employee Turnover



Interpretation

According to research, it was found that 23% strongly agree & 63% agree that advancement opportunity have direct affect on employee turnover, while 7% strongly disagree & equally disagree to this point.

5.3.9 Geographical Location Affects Decision for staying in company

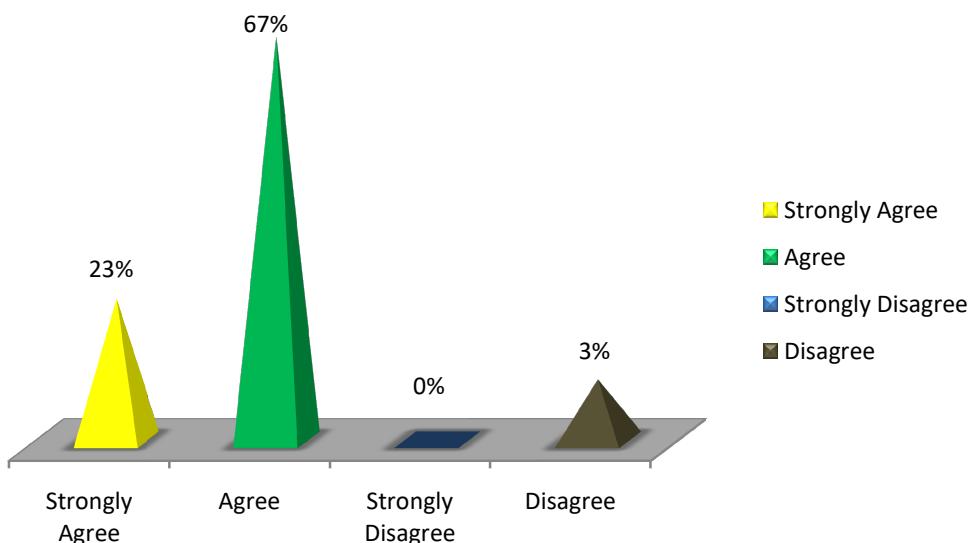
Table No.5.9

Geographical Location Affects Decision for staying in company

Geographical Location Affects Decision for staying in company	Respondent	Percentage(%)
Strongly Agree	7	23
Agree	20	67
Strongly Disagree	0	0
Disagree	3	10
Total	30	100

Graph No.5.9

Geographical Location Affects Decision for staying in company



Interpretation

According to research, it was found that 23% strongly agree & 67% agree that geographical location affects turnover decision, 3% Disagree to this point.

5.3.10 Leading factor for employee turnover

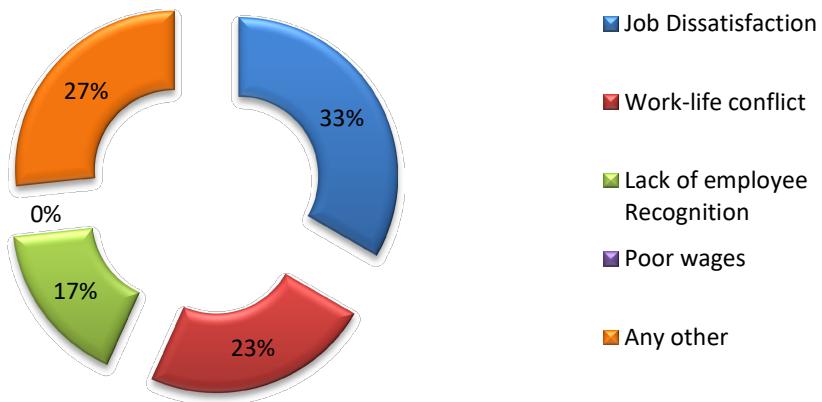
Table No.5.10

Leading factor for employee turnover

Leading factor for employee turnover	Respondent	Percentage(%)
Job Dissatisfaction	10	33
Work-life conflict	7	23
Lack of employee Recognition	5	17
Poor wages	0	0
Any other	8	27
Total	30	100

Graph No.5.10
Leading factor for employee turnover

Respondent



Interpretation

According to research, it was found that 33% consider job dissatisfaction as leading factor, 23% consider it due to work-life conflict, while 17% consider it due to lack employee recognition & 27% consider any other reason, none of them consider poor wages as one of the factor.

5.3.11 Productivity is reduced due to employees turnover

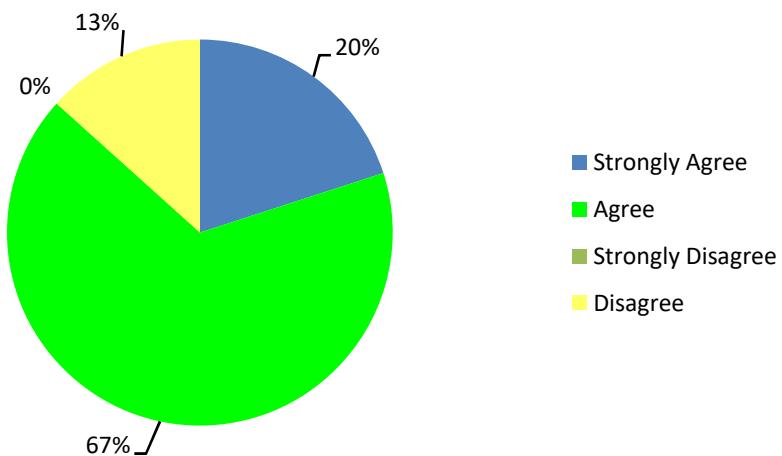
Table No.5.11

Productivity is reduced due to employees turnover

Productivity is reduced due to employees turnover	Respondent	Percentage(%)
Strongly Agree	6	20
Agree	20	67
Strongly Disagree	0	0
Disagree	4	13
Total	30	100

Graph No.5.11

Productivity is reduced due to employees turnover



Interpretation

According to the research, it was found that 20% strongly agree & 67% Agree that productivity is reduced due to employees turnover. While 13% Disagree to this point.

5.3.12 Leaving of superior as Negative impact in work-atmosphere

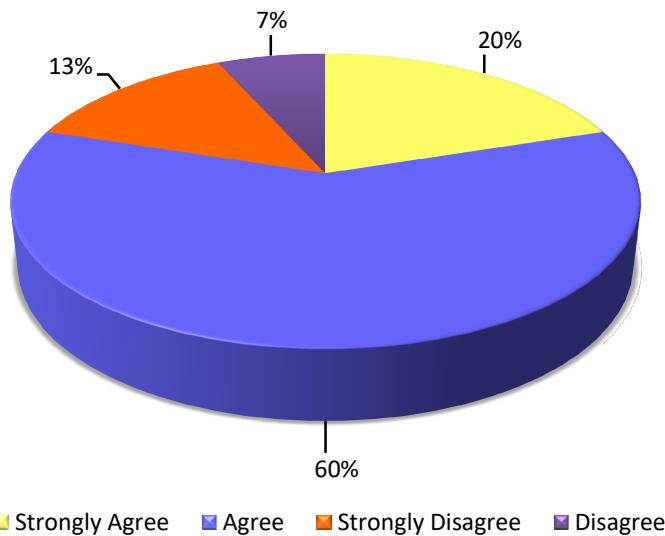
Table No.5.12

Leaving of superior as Negative impact in work-atmosphere

Leaving of superior as Negative impact in work-atmosphere	Respondent	Percentage(%)
Strongly Agree	6	20
Agree	18	60
Strongly Disagree	4	13
Disagree	2	7
Total	30	100

Graph No.5.12

Leaving of superior as Negative impact in work-atmosphere



Interpretation

According to research, it was found that 20% strongly agree & 60% agree that leaving of superior has a negative impact in work atmosphere. While 13% strongly disagree & 7% Disagree to this point.

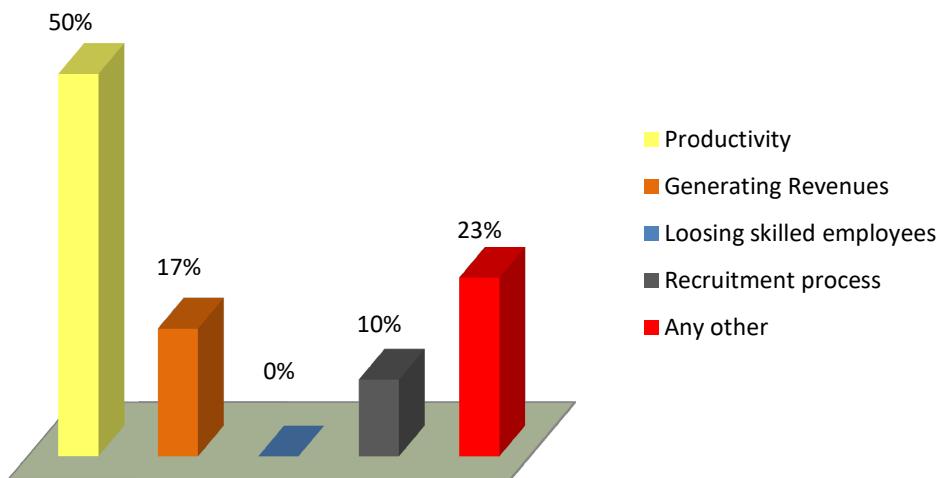
5.3.13 Employee Turnover is affected More

Table No.5.13

Employee Turnover is affected More

Employee Turnover is affected More	Respondent	Percentage(%)
Productivity	15	50
Generating Revenues	5	17
Loosing skilled employees	0	0
Recruitment process	3	10
Any other	7	23
Total	30	100

Graph No.5.13
Employee Turnover is affected More



Interpretation

According to research, it was found that 50% find productivity a field where employee turnover can be affected more, 17% find in generating revenue, 10% in recruitment process, 23% in any other field & none of them found loosing skilled employees can be affected in employee turnover.

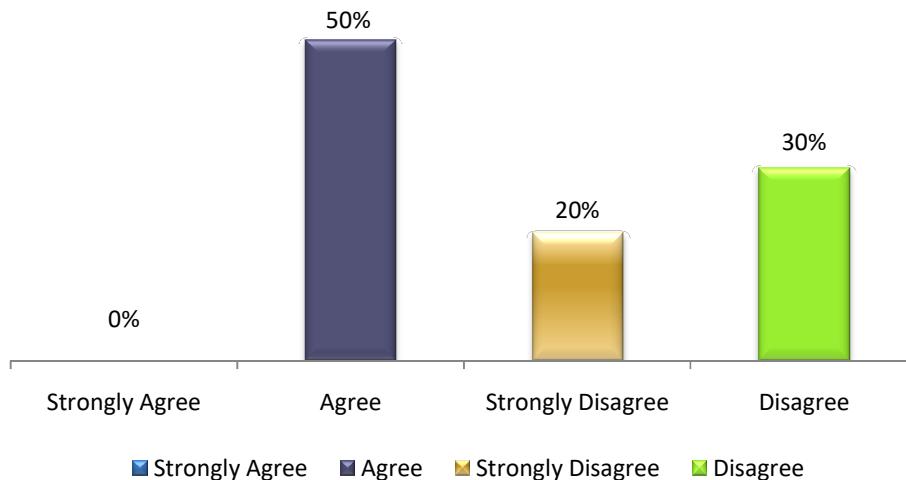
5.3.14 Involvement of political interference

Table No.5.14

Involvement of political interference

Involvement of political interference	Respondent	Percentage(%)
Strongly Agree	0	0
Agree	15	50
Strongly Disagree	6	20
Disagree	9	30
Total	30	100

Graph.No.5.14
Involvement of political interference



Interpretation

According to research, it was found that 50% agree that there is political interference in organization, while 20% strongly disagree & 30% disagree that there is any political interference.

5.3.15 Clear Authority & responsibility as key factor to reduce employee turnover

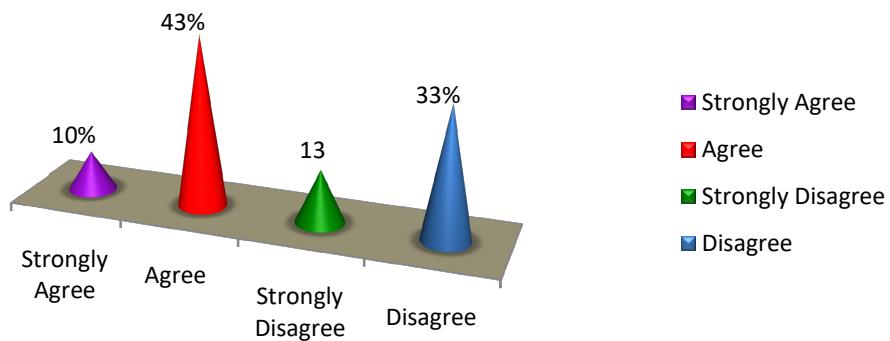
Table No.5.15

Clear Authority & responsibility as key factor to reduce employee turnover

Clear Authority & responsibility as key factor to reduce employee turnover	Respondent	Percentage(%)
Strongly Agree	3	10
Agree	13	43
Strongly Disagree	4	13
Disagree	10	33
Total	30	100

Graph No.5.15

Clear Authority & responsibility as key factor to reduce employee turnover



Interpretation

According to research, it was found that 10% strongly agree & 43% Agree that clear authority & responsibility can be a key factor to reduce employee turnover, while 13% strongly disagree & 33% disagree to this point.

5.3.16 Organization provides compensation benefits

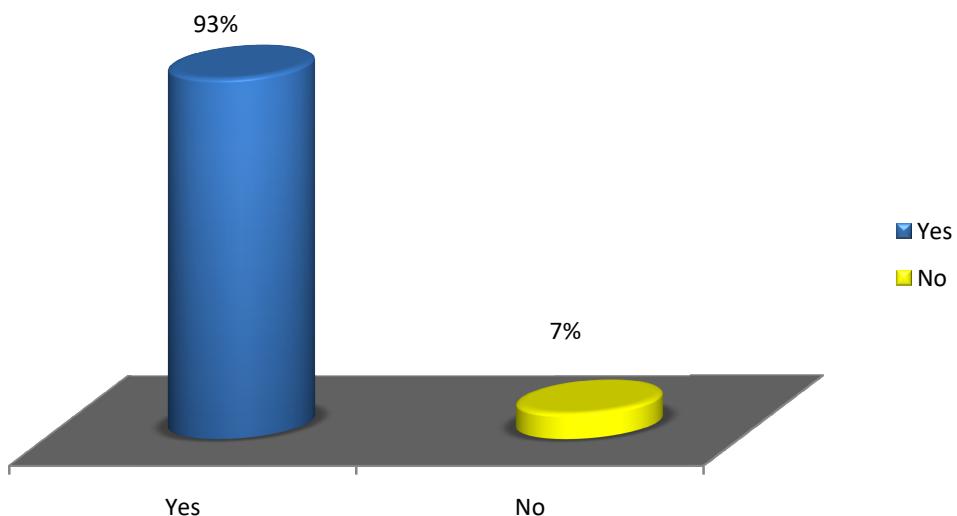
Table No.5.16

Organization provides compensation benefits

Organization provides compensation benefits	Respondent	Percentage(%)
Yes	28	93
No	2	7
Total	30	100

Graph No.5.16

Organization provides compensation benefits



Interpretation

According to research, it was found that 93% were provided with compensation benefits, & 7% were not given any compensation benefits.

5.3.17 Type of compensation as an effective tool

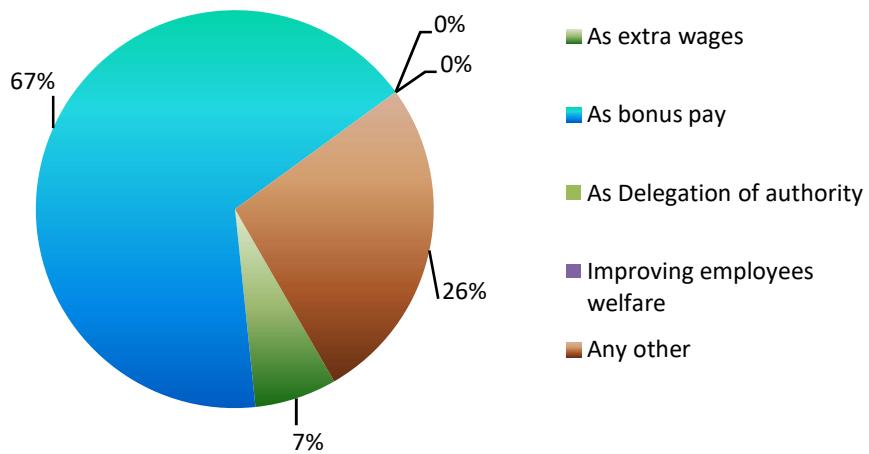
Table No.5.17

Type of compensation as an effective tool

Type of compensation as an effective tool	Respondent	Percentage(%)
As extra wages	2	7
As bonus pay	20	67
As Delegation of authority	0	0
Improving employees welfare	0	0
Any other	8	26
Total	30	100

Graph No.5.17

Type of compensation as an effective tool



Interpretation

According to research, it was found that 7% consider extra wages as effective tool, 67% found bonus pay as effective tool, 26% were in other type of compensation & None of them found delegation of authority & improving employees welfare as effective tool.

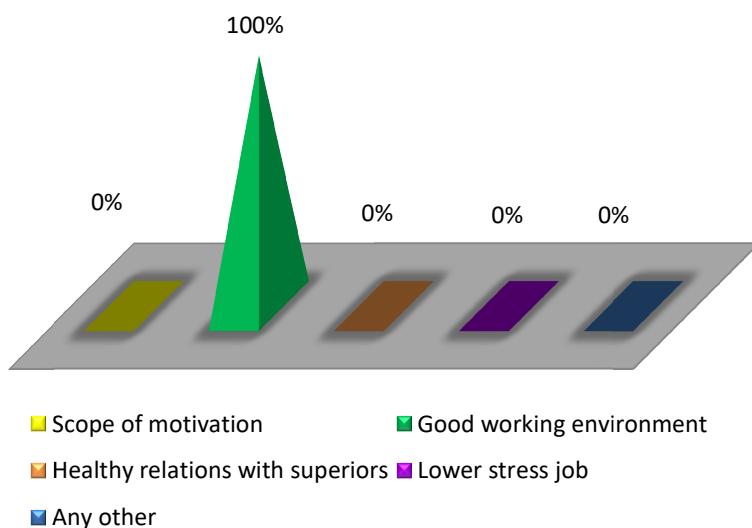
5.3.18 Other tools to reduce employee turnover

Table No.5.18

Other tools to reduce employee turnover

Other tools to reduce employee turnover	Respondent	Percentage(%)
Scope of motivation	0	0
Good working environment	2	100
Healthy relations with superiors	0	0
Lower stress job	0	0
Any other	0	0
Total	2	100

Graph No.5.18
Other tools to reduce employee turnover



Interpretation

According to research, it was found that 100% consider good working environment as a tool to reduce employee turnover, & none of them considered any other tool mentioned above.

5.3.19 Organization provides flexibility to employees work-life

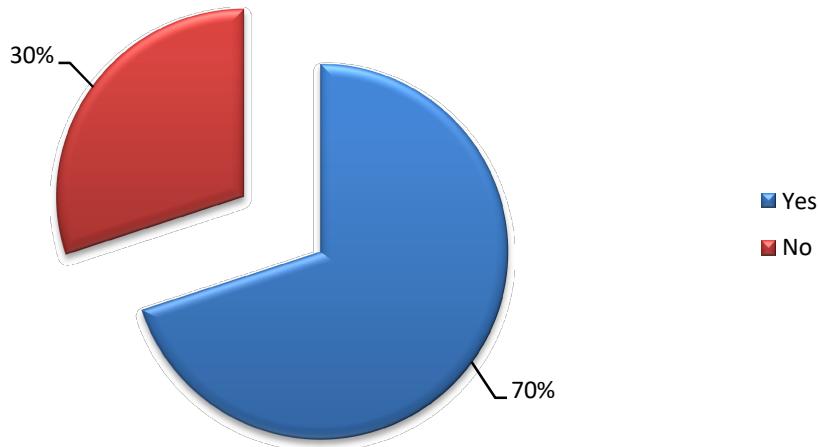
Table No.5.19

Organization provides flexibility to employees work-life

Organization provides flexibility to employees work-life	Respondent	Percentage(%)
Yes	21	70
No	9	30
Total	30	100

Graph No.5.19

Organization provides flexibility to employees work-life



Interpretation

According to research, it was found that, 70% feel that organization provides flexibility & 30% were not given any flexibility.

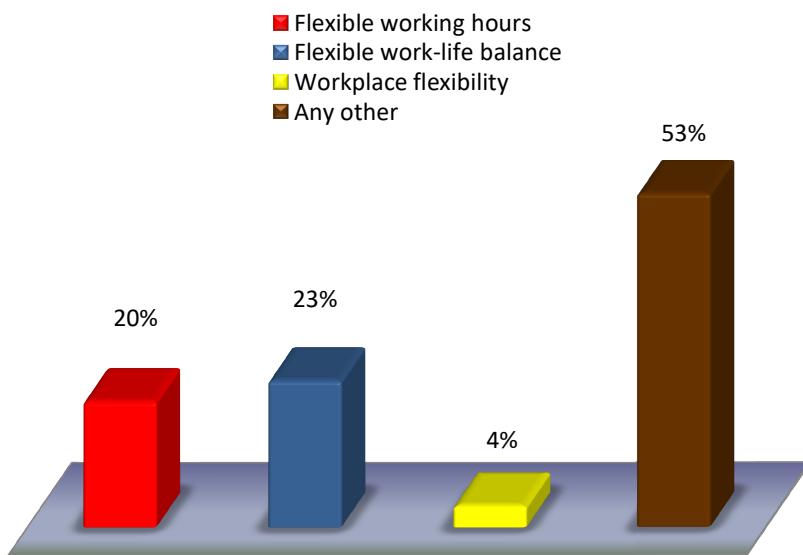
5.3.20 Flexibility required from organization

Table No.5.20

Flexibility required from organization

Flexibility required from organization	Respondent	Percentage(%)
Flexible working hours	6	20
Flexible work-life balance	7	23
Workplace flexibility	1	4
Any other	16	53
Total	30	100

Graph No.5.20
Flexibility required from organization



Interpretation

According to this research, it was found that 20% believed that flexibility is required in working hours, 23% want flexible work-life balance, 4% in workplace flexibility, 53% were in need of other type of flexibility.

5.3.21 Conflict with immediate supervisor or co-workers have direct effect on turnover decision

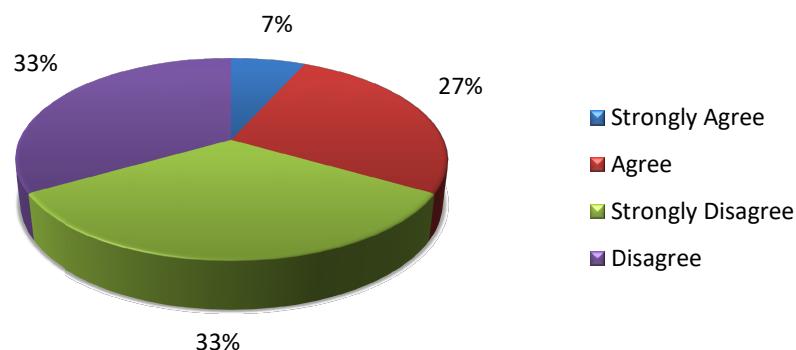
Table No.5.21

Conflict with immediate supervisor or co-workers have direct effect on turnover decision

Conflict with immediate supervisor or co-workers have direct effect on turnover decision	Respondent	Percentage(%)
Strongly Agree	2	7
Agree	8	27
Strongly Disagree	10	33
Disagree	10	33
Total	30	100

Graph No.5.21

Conflict with immediate supervisor or co-workers have direct effect on turnover decision



Interpretation

According to research, it was found that 7% strongly agree & 27% agree that conflict with immediate supervisor or co-worker have direct effect on turnover decision, 33% strongly disagree & equally disagree to this point.

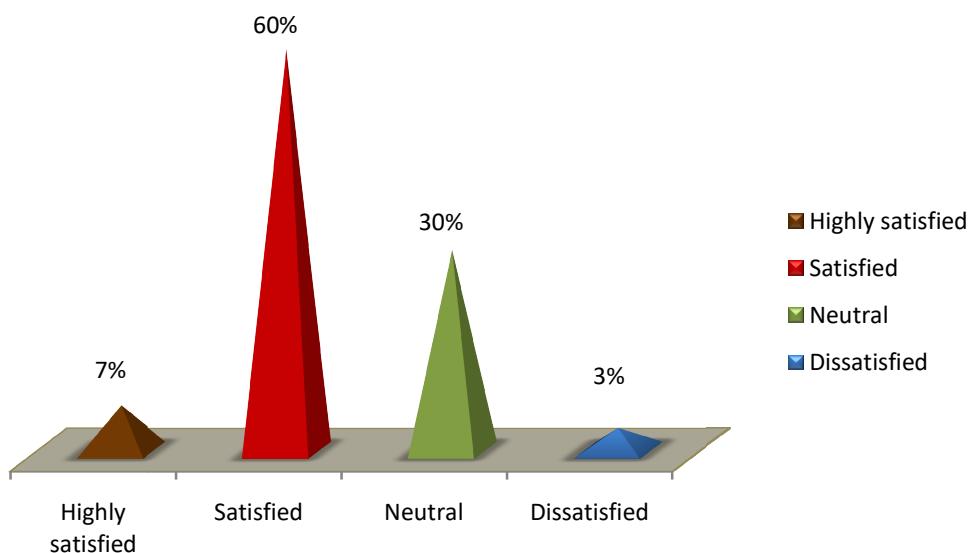
5.3.22 Satisfied with payscale

Table No.5.22

Satisfied with payscale

Satisfied with payscale	Respondent	Percentage(%)
Highly satisfied	2	7
Satisfied	18	60
Neutral	9	30
Dissatisfied	1	3
Total	30	100

Graph No.5.22
Satisfied with payscale



Interpretation

According to research, it was found that 7% were highly satisfied with their payscale, 60% were satisfied, 30% were neutral regarding their payscale, & 3% were Dissatisfied with their payscale.

5.3.23 Preference to experience & skilled employees over beginner/less experienced employees

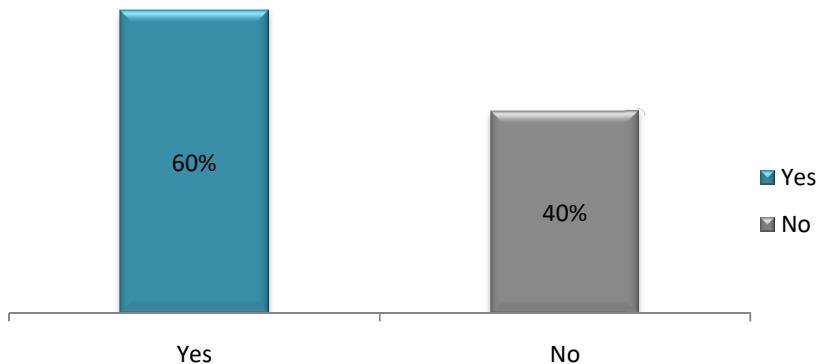
Table No.5.23

Preference to experience & skilled employees over beginner/less experienced employees

Preference to experience & skilled employees over beginner/less experienced employees	Respondent	Percentage(%)
Yes	18	60
No	12	40
Total	30	100

Graph No.5.23

Preference to experience & skilled employees over beginner/less experienced employees



Interpretation

According to research, it was found that 60% give preference to experienced & skilled employees, 40% give preference to beginner/less experienced employees.

5.3.24 Tensions employees get reluctant to leave organization

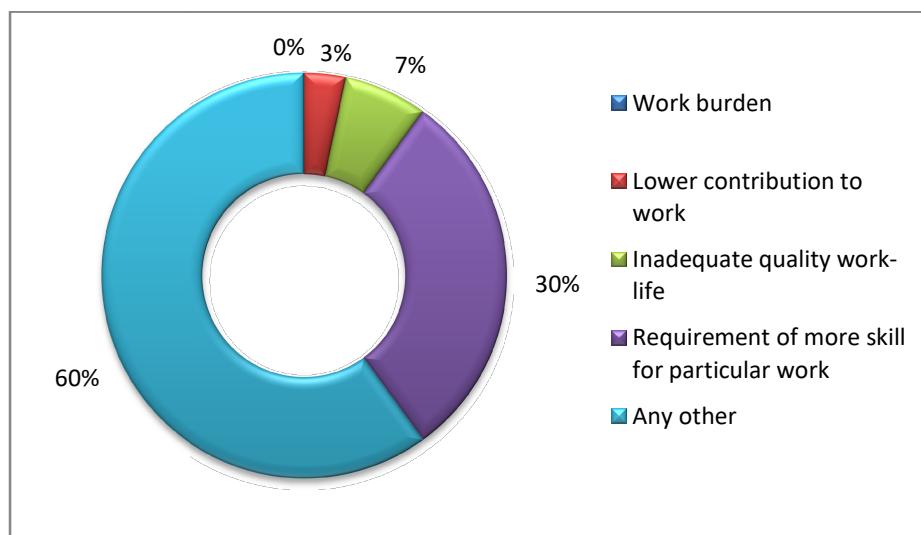
Table No.5.24

Tensions employees get reluctant to leave organization

Tensions employees get reluctant to leave organization	Respondent	Percentage(%)
Work burden	0	0
Lower contribution to work	1	3
Inadequate quality work-life	2	7
Requirement of more skill for particular work	9	30
Any other	18	60
Total	30	100

Graph No.5.24

Tensions employees get reluctant to leave organization



Interpretation

According to the research, it was found that 3% were suffering from lower contribution to work, 7% in inadequate quality work-life, 30% were in requirement of more skill for particular work, 60% were found to be in other type of tension & None of them were found in any type of work burden.

CHAPTER-6

FINDINGS, CONCLUSIONS AND SUGGESTIONS

FINDINGS

After analysis the data provided by the respondent the researcher has come up to following results which can be explained as under:

- **Age of Respondent:** Majority of respondent falls between the age group of 21-30 years is 47% & none of them aged above 50.
- **Gender of Respondent:** Majority of Respondent were male (63%) compared to females(37%).
- **Marital status:** From study it was found that majority of respondent were married(73%) & (27%)were unmarried.
- **Educational qualification:** The study shows that majority respondent(63%) completed their graduation, & none of them did doctorate.
- **Annual income:** Maximum Respondent (47%) earn the annual income between 300000 to 500000, while None of them are above 700000.
- **Work stress as a factor:** Majority of respondent (60%) agree that work stress is a factor & (23%) Respondent strongly agree. While (17%) Respondent disagree to this point.
- **Advanced Training & Development:** From study found that majority Respondent (83%) were provided with advanced training & development, whereas (17%) were not provided with any kind of training & development.
- **Advancement opportunity have direct affect on Employee Turnover:** Majority of respondent (63%) agree that advancement opportunity have direct affect on employee turnover, while (7%) respondent strongly disagree & equally disagree to this point.
- **Geographical Location Affects Decision for staying in company:** The study shows that (67%) Respondent agree that geographical location affects turnover decision, &

IMPACT OF EMPLOYEES TURNOVER ON THE WORK-ATMOSPHERE OF THE ORGANISATION

- (3%) Respondent Disagree to this point.
- **Leading factor for employee turnover:** Maximum Respondent (33%) consider job dissatisfaction as leading factor, (23%) of respondent consider it due to work-life conflict, while (17%) respondent consider it due to lack employee recognition & (27%) respondent consider any other reason, none of them consider poor wages as one of the factor.
 - **Productivity is reduced due to employees turnover:** Majority of Respondent (67%) Agree that productivity is reduced due to employees turnover. While (13%) of the Respondent Disagree to this point.
 - **Leaving of superior as Negative impact in work-atmosphere:** The study shows that (60%) Respondent agree that leaving of superior has a negative impact in work atmosphere. While (13%) & (7%) Respondent strongly disagree & Disagree to this point.
 - **Employee Turnover is affected More:** Majority of Respondent (50%) found productivity a field were employee turnover can be affected more, (17%) Respondent found it in generating revenue, (10%) Respondent it in recruitment process, (23%) Respondent in any other field & none of the Respondent found loosing skilled employees can be affected in employee turnover.
 - **Involvement of political interference:** Majority Respondent (50%) found that is political interference in organization, while (20%) & (30%) Respondent Strongly agree & disagree that there is any political interference.
 - **Clear Authority & responsibility as key factor to reduce employee turnover:** Majority of Respondent (43%) agree that clear authority & responsibility can be a key factor to reduce employee turnover, while (13%) & (33%) Respondent strongly disagree & disagree to this point.
 - **Organization provides compensation benefits:** Maximum Respondent (93%) were provided with compensation benefits, & (7%) Respondent were not given any compensation benefits.

IMPACT OF EMPLOYEES TURNOVER ON THE WORK-ATMOSPHERE OF THE ORGANISATION

- **Type of compensation as an effective tool:** The study shows that (67%) Respondent found bonus pay as effective tool, (26%) Respondent were in other type of compensation & None of the Respondent found delegation of authority & improving employees welfare as effective tool.
- **Other tools to reduce employee turnover:** Every Respondent (100%) considered good working environment as a tool to reduce employee turnover, & none of the Respondent considered any other tool.
- **Organization provides flexibility to employees work-life:** Majority of Respondent (70%) feel that organization provides flexibility & (30%) Respondent were not given any flexibility.
- **Flexibility required from organization:** The study shows that (23%) Respondent want flexible work-life balance. While Majority Respondent (53%) were in need of other type of flexibility.
- **Conflict with immediate supervisor or co-workers have direct effect on turnover decision:** Majority Respondent (33%) have equal contribution to strongly disagree & disagree the statement. While (27%) Respondent agree that conflict with immediate supervisor or co-worker have direct effect on turnover decision.
- **Satisfied with payscale:** The Research found that Majority Respondent (60%) were satisfied with their payscale, while (30%) Respondent were neutral regarding their payscale, & (3%) Respondent were Dissatisfied with their payscale.
- **Preference to experience & skilled employees over beginner/less experienced**
Employees: The study found that the (60%) Respondent give preference to experienced & skilled employees, while (40%) Respondent give preference to beginner/less experienced employees.
- **Tensions employees get reluctant to leave organization:** Maximum Respondent (60%) were found to be in other type of tension. Whereas (30%) Respondent were in requirement of more skill for particular work & None of the Respondent were found in any type of work burden.

CONCLUSION

- ❖ The Objective for the project topic “Impact of employees turnover on the work-atmosphere of the Organization” have been properly accomplished. This topic gave the vast Knowledge & idea about the employee attitude & his turnover decisions.
- ❖ Throughout this topic we came across many factors for employee turnover, that if it would be taken for consideration the turnover of employee can be reduced to great extent.
- ❖ The employees of **Temple Packaging pvt.ltd.** were very generous in providing with necessary data. They gave their precious working hours for the research project.

SUGGESTIONS

After finding and analyzing all the necessary data the following suggestion is being made for sole benefit of organization.

- ❖ Advancement opportunity must be provided to every employee, so that organization can get best out of the individual.
- ❖ The organization must provide its employees with travelling conveyance or Transportation facility, who reside far from their firms due to geographical location.
- ❖ The Decision-Making process must be conducted with employees, So that they will be aware about every corner of organization & will feel equally responsible for every activity the organization will undertake.
- ❖ Besides compensation benefit, the other tools also must be taken into consideration. which can be effective in maintaining healthy Relations between employees & employer.
- ❖ The organization must try to reduce the tension of employees by conducting seminars, curricular activities, & office tours etc.

IMPACT OF EMPLOYEES TURNOVER ON THE WORK-ATMOSPHERE OF THE
ORGANISATION

QUESTIONNAIRE

“IMPACT OF EMPLOYEES TURNOVER ON THE WORKATMOSPHERE OF THE ORGANISATION”

DECLARATION

I, **Ashish Bilung**, student of **SSR College of Arts Commerce and Science**, Silvassa. Affiliated to **Savitribai Phule Pune University** have been assigned with research project on the topic given above. I request you to please fill up the following questionnaire. Your support would be acknowledged as my primary source of research information. Your assigned feedback would be exclusive for my academic purpose and shall be confidential.

SECTION-I DEMOGRAPHIC APPROACH

1. Age(Years)

- | | | | |
|----------|--------------------------|-------------|--------------------------|
| a) 21-30 | <input type="checkbox"/> | b) 31-40 | <input type="checkbox"/> |
| c) 41-50 | <input type="checkbox"/> | d) 50 Above | <input type="checkbox"/> |

2. Gender

- | | | | |
|---------|--------------------------|-----------|--------------------------|
| a) Male | <input type="checkbox"/> | b) Female | <input type="checkbox"/> |
|---------|--------------------------|-----------|--------------------------|

3. Marital status

- | | | | |
|------------|--------------------------|--------------|--------------------------|
| a) Married | <input type="checkbox"/> | b) Unmarried | <input type="checkbox"/> |
|------------|--------------------------|--------------|--------------------------|

4. Educational qualification

- | | | | |
|--------------------|--------------------------|---------------|--------------------------|
| a) Schooling | <input type="checkbox"/> | b) Graduation | <input type="checkbox"/> |
| c) Post Graduation | <input type="checkbox"/> | d) Doctorate | <input type="checkbox"/> |

5. Annual Income

- | | | | |
|------------------|--------------------------|-------------------|--------------------------|
| a) 100000-300000 | <input type="checkbox"/> | b) 300000-500000 | <input type="checkbox"/> |
| c) 500000-700000 | <input type="checkbox"/> | d) 700000 & Above | <input type="checkbox"/> |

SECTION-II ASPECT RELATED TO TEMPLE PACKAGING PVT.LTD

OBJECTIVE – To investigate factors which leads to employees turnover.

6. The workstress as one of the factor for employees turnover

- a) Strongly Agree b) Agree
c) Strongly Disagree d) Disagree

7. Is there any kind of Advanced Training & Development opportunity provided to you in the organization?

- a) Yes b) No

8. Is Advancement opportunity have a direct affect on employee turnover on leaving the Job?

- a) Strongly Agree b) Agree
c) Strongly Disagree d) Disagree

9. Does Geographical Location affect your decision for staying in the company?

- a) Strongly Agree b) Agree
c) Strongly Disagree d) Disagree

10. According to you, a Leading factor for employee turnover.

- a) Job Dissatisfaction b) Work-Life conflict
c) Lack of employee recognition d) Poor wages
e) Any other

OBJECTIVE – To Analyze the impact in Work-Atmosphere due to employees turnover.

11. Do you agree that Productivity is reduced due to employees turnover?

- a) Strongly Agree b) Agree
c) Strongly Disagree d) Disagree

12. The leaving of superiors from organization is the main reason for Negative impact in Work-atmosphere.

- a) Strongly Agree b) Agree
c) Strongly Disagree d) Disagree

13. In which area employee turnover is affected more?

- | | | | |
|------------------------------|--------------------------|------------------------|--------------------------|
| a) Productivity | <input type="checkbox"/> | b) Generating Revenues | <input type="checkbox"/> |
| c) Loosing Skilled employees | <input type="checkbox"/> | d) Recruitment Process | <input type="checkbox"/> |
| e) Any other | <input type="checkbox"/> | | |

14. Involvement of Political Interference as a Negative impact in Work-atmosphere.

- | | | | |
|----------------------|--------------------------|-------------|--------------------------|
| a) Strongly Agree | <input type="checkbox"/> | b) Agree | <input type="checkbox"/> |
| c) Strongly Disagree | <input type="checkbox"/> | d) Disagree | <input type="checkbox"/> |

15. The clear Authority & Responsibility can be a key factor to reduce employee turnover.

- | | | | |
|----------------------|--------------------------|-------------|--------------------------|
| a) Strongly Agree | <input type="checkbox"/> | b) Agree | <input type="checkbox"/> |
| c) Strongly Disagree | <input type="checkbox"/> | d) Disagree | <input type="checkbox"/> |

OBJECTIVE – To study the steps organization undertakes to reduce employee turnover.

16. Does organization provides a Compensation benefit as a useful tool for reducing employees turnover?

- | | | | |
|--------|--------------------------|-------|--------------------------|
| a) Yes | <input type="checkbox"/> | b) No | <input type="checkbox"/> |
|--------|--------------------------|-------|--------------------------|

17. If Yes, Type of Compensation organization provides as an effective tool to reduce employees turnover.

- | | | | |
|-------------------------------|--------------------------|--------------------------------|--------------------------|
| a) As extra wages | <input type="checkbox"/> | b) As Bonus pay | <input type="checkbox"/> |
| c) As Delegation of Authority | <input type="checkbox"/> | d) Improving employees welfare | <input type="checkbox"/> |
| d) Any other | <input type="checkbox"/> | | |

18. If No, the other tools used.

- | | | | |
|-------------------------------------|--------------------------|-----------------------------|--------------------------|
| a) Scope of Motivation | <input type="checkbox"/> | b) Good working environment | <input type="checkbox"/> |
| c) Healthy Relations with Superiors | <input type="checkbox"/> | d) Lower Stress Job | <input type="checkbox"/> |
| e) Any other | <input type="checkbox"/> | | |

19. Do organization provides Flexibility to employees work-life?

- | | | | |
|--------|--------------------------|-------|--------------------------|
| a) Yes | <input type="checkbox"/> | b) No | <input type="checkbox"/> |
|--------|--------------------------|-------|--------------------------|

20. What type of Flexibility required from organization?

- | | | | |
|---------------------------|--------------------------|-------------------------------|--------------------------|
| a) Flexible Working Hours | <input type="checkbox"/> | b) Flexible Work-life balance | <input type="checkbox"/> |
| c) Workplace flexibility | <input type="checkbox"/> | d) Any other | <input type="checkbox"/> |

OBJECTIVE – To study if there is a relation between organization conflict, Payscale, evaluation of Fair standard & Tensions & is directly & indirectly related with employees turnover

21. Does conflict with immediate Supervisor or Co-workers have a direct effect on turnover decision?

- | | | | |
|----------------------|--------------------------|-------------|--------------------------|
| a) Strongly Agree | <input type="checkbox"/> | b) Agree | <input type="checkbox"/> |
| c) Strongly Disagree | <input type="checkbox"/> | d) Disagree | <input type="checkbox"/> |

22. Are you satisfied with your Payscale?

- | | | | |
|---------------------|--------------------------|-----------------|--------------------------|
| a) Highly Satisfied | <input type="checkbox"/> | b) Satisfied | <input type="checkbox"/> |
| c) Neutral | <input type="checkbox"/> | d) Dissatisfied | <input type="checkbox"/> |

23. The organization gives more preference to the experienced & skilled employees over a Beginner/less experienced employees.

- | | | | |
|--------|--------------------------|-------|--------------------------|
| a) Yes | <input type="checkbox"/> | b) No | <input type="checkbox"/> |
|--------|--------------------------|-------|--------------------------|

24. The Tensions Employees get reluctant to leave organization?

- | | | | |
|---------------------------------|--------------------------|-------------------------------|--------------------------|
| a) Work burden | <input type="checkbox"/> | b) Lower Contribution to work | <input type="checkbox"/> |
| c) Inadequate quality Work-life | <input type="checkbox"/> | d) Requirement of more skill | <input type="checkbox"/> |
| e) Any other | <input type="checkbox"/> | for particular work | |