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# A Study on Employee Attrition With Reference To Tecumesh

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**ABSTRACT:** Employee attrition at Tecumseh Company has become a significant concern, impacting overall organizational effectiveness. The company has experienced high turnover rates, driven by various factors such as competitive market pressures, dissatisfaction with compensation and benefits, and limited opportunities for career advancement. This attrition results in increased costs related to recruitment, training, and onboarding, along with disruptions in workflow and a potential decline in morale among remaining staff. To combat these challenges, Tecumseh has initiated several strategic measures, including enhancing employee engagement programs, revising benefits packages, and establishing more defined career development pathways. These efforts aim to reduce turnover, retain valuable talent, and ensure long-term organizational stability and success.

**KEY WORDS:** Employee attrition, Turnover rates, Recruitment costs, Training, Employee engagement

## I. INTRODUCTION

Attrition in business can mean the reduction in staff and employees in a company through normal means, such as retirement and resignation, the loss of customers or clients to old age or to growing out of the company's target demographic. Attrition can also refer to a business or professional losing customers. Customer attrition generally has a negative effect on the company's profits and growth. Changes in management style, company structure, or other aspects of the company might cause employees to leave the company voluntarily, resulting in a higher attrition rate. Another possible cause of attrition is when a company eliminates a job completely. Turnover also occurs for many of the same reasons as attrition, and attrition can be similar to turnover. In both cases, employees leave the company for one reason or another, but the key difference is whether or not the company seeks to fill the vacated position.

Often, when a company ends a worker's employment due to attrition, the employee will receive some sort of severance package, or a continuance of benefits in the cases of retirees. The reasons for leaving a company can vary from personal reasons, such as desiring career advancement or moving to a different city, to company-based reasons, such as an unwanted change in company structure or management. The employment of a person in an organization implies that there is an obligation on the part of both the employee and the employer to maintain the employment relations implying mutual obligations, mutual dependence or interdependence benefitting both. It means mutuality and reciprocity of relations in which both are interested for defining and redefining the framework of their relations. The relations are interrupted for one or the other reason originating from either of them. The employee may decide to end his employment relations for his personal reasons – health, disinterest in work/job – family reasons, job and professional reasons, such as lack of opportunities to grow in the job and the company, denial of opportunities by the management, poor remuneration, poor facilities, and poor quality of work life, favoritism and nepotism.

### 1.1 NEED OF THE STUDY

Assess for job and culture fitment right at the time of hiring. Offer learning and employee development opportunities to accelerate career growth. Regularly solicit feedback on employee satisfaction questions. Ensure a competitive pay package compared to other companies. Conduct detailed interviews after an employee has exited to spot attrition trends.

### 1.2 SCOPE OF THE STUDY

High attrition is a cause of concern for a company as it presents a cost to the company. The company loses on the amount it spent to recruit and select these employees and to train them for their respective jobs. The company may also

have to spend additional money to fill the vacancies left open by these employees. Hence it becomes critical for a company to keep a tab on the attrition rate which down-sizes the employee base.

### 1.3 OBJECTIVE OF THE STUDY

1. To study the employee attrition rate in the Tecumseh Pvt Ltd.
2. To know the satisfactory level of employees towards their job and working condition at Tecumseh India Pvt Ltd.
3. To understand different strategies employed by the company to return efficient employees at Tecumseh Pvt Ltd.
4. To study dissatisfaction and reasons of attrition at Tecumseh Pvt Ltd.

## II. REVIEW OF LITERATURE

**1. Kossivi and Kalgora (2016)** attempted to study the various factors for retention from the findings of various previous research studies and brought some factors such as opportunity for development, work-life balance, compensation, style of leadership of the management, work environment, autonomy, training & development, social support etc., In their study, supervision and leadership are explored more and the factors like organizational culture, autonomy and training & development are less explored. Further the scope for further research also stated in the conclusion that based on category of employees can be done in future.

**2. Chartered Institute of Personnel and Development report i.e. CIPD (2015)** has identified the factors for employee leaving as push and pull factors. Gary Dessler and Biju Varkkey, while discussing a comprehensive approach to retaining employees, stated that after identifying problems of retention, action can be taken to boost employee retention by way of pay rise, hire smart, discuss careers, provide direction, offer flexibility, attractive employee welfare measures, HR practices for high performance, binding contracts etc.

**3. Sadaf Zahra et al. (2013)** conducted a study in Pakistani Universities and found that compensation, support of the supervisor and work-life policies are some of the key factors in turnover intention and employees consider these a lot when compared to recognition and rewards. It is concluded that less flexibility and heavy work load affects family life. Apart from these motivation, competitive pay, supervisory support, leadership, programs for career development would reduce intention to leave.

**4. Maqsood Haider et al. (2005)** undergone a research in Telecom sector and conversed that the competition to hunt and retain talents is tougher all the time and discussed that employees effective human resource practices how a positive and direct relationship in retaining employees. Further, it is analysed that culture and compensation have a positive impact; training & development the as a negative impact over employee retention.

## III. RESEARCH METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

### 3.1 Sources of data:

**Primary data** are those which are collected for the first time and thus happen to be original in character. In this primary data are collected using questionnaires.

**Secondary data:** The secondary data collection method includes: Websites, Journals, Text books.

**3.2 Sample Technique:** Convenience Sampling Method

**3.3 Sample Size:** 25

### 3.4 LIMITATIONS OF THE STUDY

- a) The study is limited to the TECUMSEH. The Hyderabad.
- b) The study is limited Tecumseh Hyderabad.
- c) This was conducted for a short time period.
- d) This study includes very less sample so the conclusion drawn cannot be widely applied.

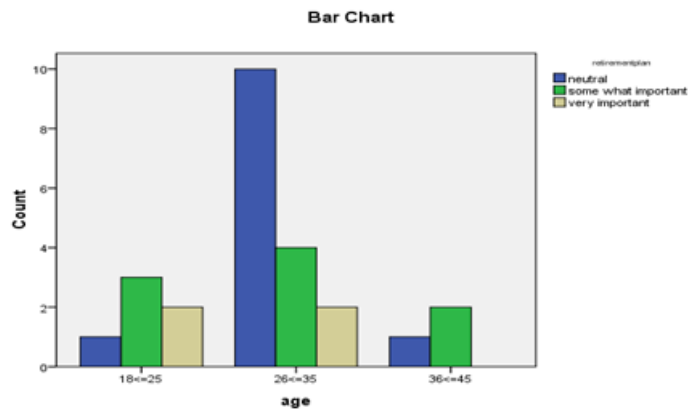
Considering the sort time duration for the survey, the sample had to be restricted to 25 respondents only. This study

may be the subject to personal biases of the respondents while answering the questionnaires.

IV. DATA ANALYSIS AND INTERPRETATION:

4.1.1 TABLE SHOWING THE COMPARISON BETWEEN AGE AND RETIREMENT PLAN

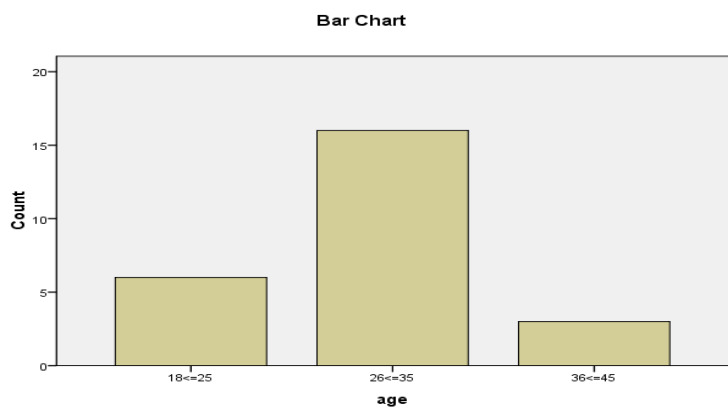
Age	retirement plan			Total
	neutral	some what important	very important	
18<=25	1	3	2	6
26<=35	10	4	2	16
36<=45	1	2	0	3
Total	12	9	4	25



INFERENCE: From the above table it is inferred that 10 respondents of age group 26 to 35 years are neutral to retirement plan, 3 respondents of age group 18 to 25 years and 2 respondents of age group 36 to 45 years say that the retirement plan is somewhat important.

4.1.2 TABLE SHOWING THE COMPARISON BETWEEN AGE AND ATTRITION BONUS

Age	Ret bonus		Total
	Yes	No	
18<=25	6	0	6
26<=35	16	0	16
36<=45	3	0	3
Total	25	0	25

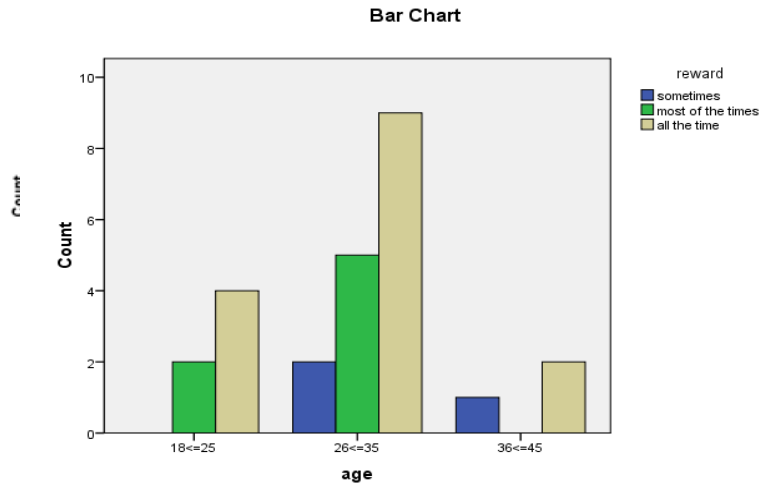


INFERENCE: From the above table it is inferred that 16 respondents of age group 26 to 35 years have accepted that attrition bonus has an impact on the motivation level and performance of an associate.



4.1.3 TABLE SHOWING THE COMPARISON BETWEEN AGE AND REWARD

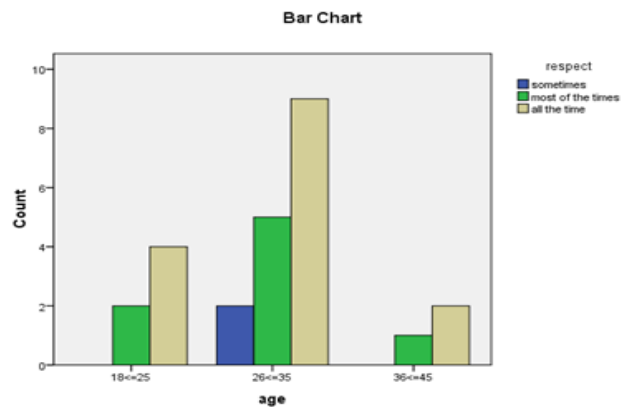
	Reward			Total
	someti mes	most of the times	all the time	
Age 18<=25	0	2	4	6
26<=35	2	5	9	16
36<=45	1	0	2	3
Total	3	7	15	25



**INFERENCE:** From the above table it is inferred that the respondents of all age group have accepted that the reward will increase the employee attrition all the time.

4.1.4 TABLE SHOWING THE COMPARISON BETWEEN AGE AND RESPECT

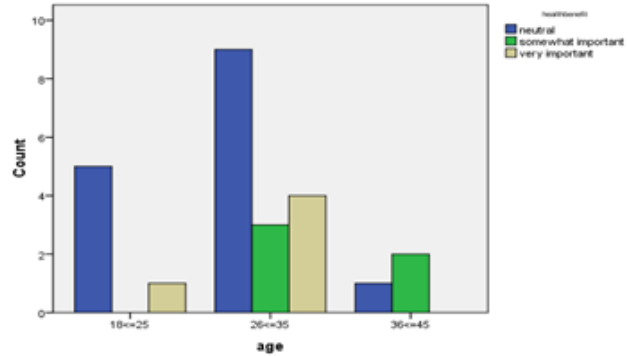
	Respect			Total
	someti mes	most of the times	all the time	
Age 18<=25	0	2	4	6
26<=35	2	5	9	16
36<=45	0	1	2	3
Total	2	8	15	25



**INFERENCE:** From the above table it is inferred that the respondents of all age group have accepted that respect will increase the employee attrition all the time.

4.1.5 TABLE SHOWING THE COMPARISON BETWEEN AGE AND HEALTH BENEFIT

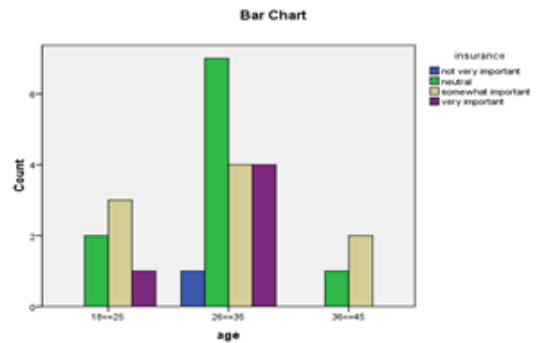
	Health benefit			Total
	neutral	somewhat important	very important	
Age 18<=25	5	0	1	6
Age 26<=35	9	3	4	16
Age 36<=45	0	0	3	3
Total	15	5	5	25



**INFERENCE:** From the above table it is inferred that 9 respondents of age group 18 to 25 years and 5 respondents of age group 26 to 35 years are neutral to health benefit and 3 respondents of age group 36 to 45 years say that health benefit for employment is very important.

4.1.6 TABLE SHOWING THE COMPARISON BETWEEN AGE AND INSURANCE

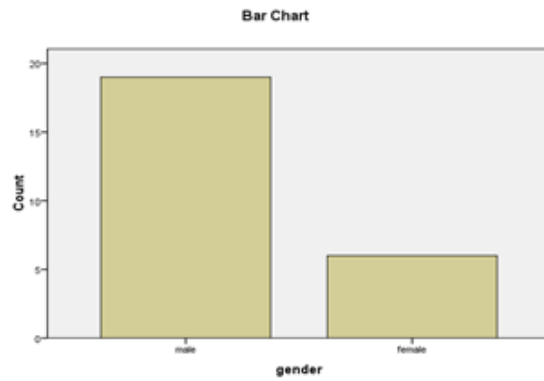
	Insurance				Total
	not very important	Neutral	somewhat important	very important	
Age 18<=25	0	0	3	3	6
Age 26<=35	1	7	4	4	16
Age 36<=45	0	0	0	2	3
Total	1	10	9	5	25



**INFERENCE:** From the above table it is inferred that 7 respondents of age group 26 to 35 years are neutral to insurance scheme, 3 respondents of age group 18 to 25 years and 2 respondents of age group 36 to 45 years suggest that insurance scheme is very important.

4.1.7 TABLE SHOWING THE COMPARISON BETWEEN GENDER AND CURRENT ACHEIVEMENT

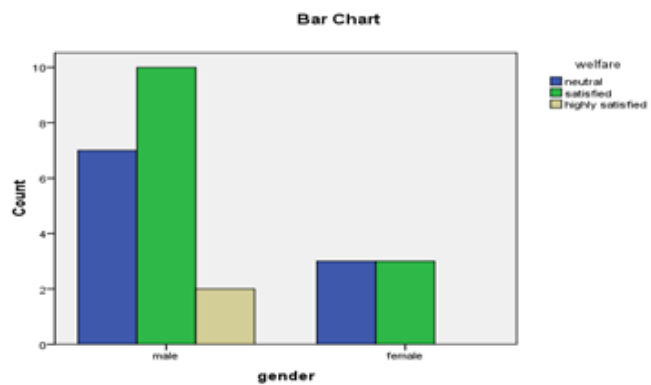
	Curmtachivt	
	Yes	Total
gender male	19	19
female	6	6
Total	25	25



**INFERENCE:** From the above table it is inferred that 19 male respondents and 6 female respondents has accepted that the company is providing rewards and recognition for the necessary achievement.

4.1.8 TABLE SHOWING THE COMPARISON BETWEEN GENDER AND WELFARE

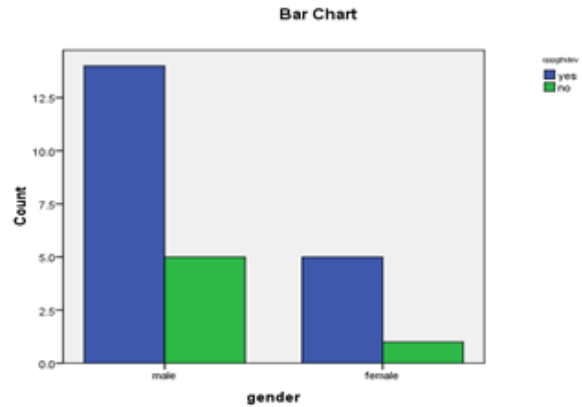
	Welfare			Total
	neutra l	satisfi ed	highly satisfied	
gend male er	7	10	2	19
female	1	5	0	6
Total	10	13	2	25



**INFERENCE:** From the above table it is inferred that 10 male respondents and 5 female respondents are satisfied with the welfare measures provided the company

**4.1.9 TABLE SHOWING THE COMPARISON BETWEEN GENDER AND OPPORTUNITY FOR GROWTH AND DEVELOPMENT**

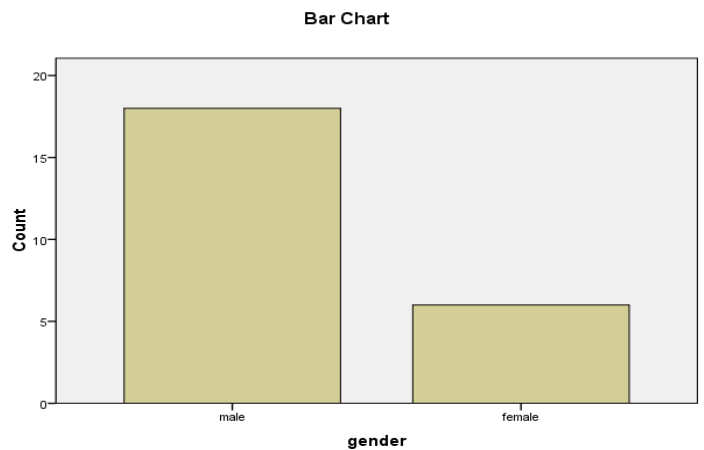
	OPPORTUNITY FOR GROWTH AND DEVELOPMENT		Total
	Yes	no	
Gender Male	14	5	19
Female	5	1	6
Total	19	6	25



**INFERENCE:** From the above table it is inferred that 14 male respondents and 5 female respondents has accepted that the company provides opportunities for growth and development.

**4.1.10 TABLE SHOWING THE COMPARISON BETWEEN GENDER AND FURTHER CAREER**

	Gender	Further carrier	
		Yes	Total
	male	18	18
	female	7	7
Total		25	25



**INFERENCE:** From the above table it is inferred that 18 male respondents and 7 female respondents would like to plan their further carrier in this organization.

**V. FINDINGS**

- a) 10 respondents of age group 26 to 35 years are neutral to retirement plan, 3 respondents of age group 18 to 25 years and 2 respondents of age group 36 to 45 years say that the retirement plan is somewhat important.
- b) 16 respondents of age group 26 to 35 years have accepted that attrition bonus has an impact on the motivation level and performance of an associate.
- c) The respondents of all age group have accepted that the reward will increase the employee attrition all the time.
- d) The respondents of all age group have accepted that respect will increase the employee attrition all the time.
- e) 9 respondents of age group 18 to 25 years and 5 respondents of age group 26 to 35 years are neutral to health benefit and 3 respondents of age group 36 to 45 years say that health benefit for employment is very important.



- f) 7 respondents of age group 26 to 35 years are neutral to insurance scheme, 3 respondents of age group 18 to 25 years and 2 respondents of age group 36 to 45 years suggest that insurance scheme is very important.
- g) 19 male respondents and 6 female respondents has accepted that the company is providing rewards and recognition for the necessary achievement.
- h) 10 male respondents and 5 female respondents are satisfied with the welfare measures provided the company.
- i) 14 male respondents and 5 female respondents has accepted that the company provides opportunities for growth and development.
- j) 18 male respondents and 7 female respondents would like to plan their further carrier in this organization.

### **5.1 SUGGESTIONS:**

- a) Maintaining corporate image is an effective way to attract the talented. The organization has to ensure that it is sought after for employment by cashing on its good will and reputation.
- b) The organization must identify its strengths and opportunities and portray them effectively. This is almost equivalent to selling the organization to the new recruits, it helps in building positive impressions initially.
- c) Organizations must hold strict exit interviews and review reasons for turnover. The information must be ideally used to plan strategies for retention. Those issues that might drive talent to leave should be dealt with immediately.
- d) All information about the new recruits should be kept in mind even after the recruitment process ends. This will help in identifying their potential and setting performance targets thereby, maximizing the recruit's performance.

## **VI. CONCLUSION**

The study "attrition of Employees" at workplace in **TECUMSEH INDIA PVT LTD.** was conducted to analyze the impact of employee attrition and its effect on work place outcomes. The employee attrition is neither common nor permanent for employer in the organization hence this project considers the effect of employee attrition through a mediating factor work environment to study the various impact on job stress, job satisfaction and turnover intention. Therefore, the organization can impart certain practices that boost employee to perform well and sustaining them in the organization by providing various welfare measures and implementing attrition strategies.

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