

PROJECT REPORT

A detailed study of various training programmes adopted at Jayaswal Neco Group of Industries LTD in order to find their effect on the Attrition Rate

Submitted to

**Rashtrasant Tukadoji Maharaj Nagpur University,
Nagpur**

In partial fulfilment for the award of the degree of

Bachelor of Business Administration

Submitted by

MR. RAUNAK VINAY TANEJA

Under the guidance of

PROF. SHWETA MEHTA

G.S. College Of Commerce & Economics, Nagpur



Academic Year 2019-20

G.S. College of Commerce & Economics, Nagpur

Academic Year 2019-20



CERTIFICATE

This is to certify that “**Raunak. V Taneja**” has submitted the project report titled “**A detailed study of various training programmes adopted at Jayaswal Neco Group of Industries LTD in order to find their effect on the Attrition Rate**”, towards partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate.

It is further certified that he has ingeniously completed his project as prescribed by Rastrasant Tukdoji Maharaj Nagpur University, Nagpur.

Name of Project Guide

(Prof. Shweta Mehta)

Dr. Ashwini Purohit

(Co-ordinator)

Place:

Date:

G.S. College of Commerce & Economics, Nagpur

Academic Year 2019-20



DECLARATION

I hereby declare that the project with title “**A detailed study of various training programmes adopted at Jayaswal Neco Group of Industries LTD in order to find their effect on the Attrition Rate**” has been completed by me in partial fulfilment of **BACHELOR OF BUSINESS ADMINISTRATION** degree examination as prescribed by Rashtrasant Tukdoji Maharaj Nagpur University, Nagpur and this has not been submitted for any other examination and does not form the part of other course undertaken by me.

Place:

Date:

G.S. College of Commerce & Economics, Nagpur

Academic Year 2019-20



ACKNOWLEDGEMENT

With immense pride and sense of gratitude, I take this golden opportunity to express my sincere regards to Dr.N.Y.Khandait, Principal, G.S. College of Commerce & Economics, Nagpur.

I am extremely thankful to my Project Guide PROF. SHWETA MEHTA for his guidance throughout the project. I tender my sincere regards to Co-ordinator, Dr. Ashwini Purohit for giving me outstanding guidance, enthusiastic suggestions and invaluable encouragement which helped me in the completion of the project.

RAUNAK TANEJA

Place:

Date:

INDEX

Serial No.	Particulars	Page no.
1	Introduction	7-11
2	Company Profile	12-19
3	Literature Review	20-22
4	Research Study	23-28
	• Need of the study	24
	• Objectives	25
	• Scope of the study	26
	• Hypothesis	27
	• Problem definition	28
5	Research Methodology	29-30
6	Data Analysis & Interpretation	31-54
7	Conclusion & Limitations	55-57
8	Recommendations & Suggestions	58-59
9	Questionnaire	60-63
10	Bibliography	64-65

INTRODUCTION

INTRODUCTION TO HRM

Human Resource Management (HRM) is an operation in companies designed to maximize employee performance in order to meet the employer's strategic goals and objectives. More precisely, HRM focuses on management of people within companies, emphasizing on policies and systems.

HRM also includes employee's assessment like performance appraisal, facilitating proper compensation and benefits, encouragement, maintaining proper relations with labour and with trade unions, and taking care of employee safety, welfare and health by complying with labour laws of the state concerned & country.

In short, HRM is the process of recruiting, selecting employees, providing proper orientation and induction, imparting proper training and developing skills.

The overall aim of modern human resource management is to ensure that the organisation is able to achieve its objectives through its staff. In order to reach its objectives an organisation needs not only qualified staff but also effective and efficient systems as well as access to and effective allocation of financial resources. Institutional development therefore involves not only putting the right person at the right place at the right time, but also that the organisation provides a conducive and effective work environment and systems and that the organisation has access to adequate financial resources.

Human Resource Management (HRM) is a relatively new approach to managing people in any organisation. People are considered the key resource in this approach. It is concerned with the people dimension in management of an organisation.

Since an organisation is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of HRM. Human Resource Management is a process, which consists of four main activities, namely, acquisition, development, motivation as well as maintenance of human resources, Scott. Clothier and Spiegel have defined Human Resource Management as that branch of management which is responsible on a staff basis for concentrating on those aspects of operations which are primarily concerned with the relationship of management to employees and employees to employees and with the development of the individual and the group.

Human Resource Management is responsible for maintaining good human relations in the organisation. It is also concerned with development of individuals and achieving integration of goals of the organisation and those of the individuals. Northcott considers human resource management as an extension of general management, that of prompting and to stimulating every employee to make his fullest contribution to the purpose of a business. Human resource management is not something that could be separated from the basic managerial function. It is a major component of the broader managerial function. French Wendell defines - Human Resource Management as the recruitment, selection, development, utilisation, compensation and motivation of human resources of the organization.

- **According to Edwin B Flippo** - Human Resource Management is the planning, Organising, directing and controlling of the procurement, development, resources to the end those individual and societal objectives are accomplished.
- This definition reveals that Human Resource (HR) Management is that aspect of management, which deals with the planning, organising, directing and controlling the personnel functions of the enterprise.

ABSTRACT

Employees are the most valuable assets of an organization. It is they who add value to the Organization in terms of quantity and quality as well. To find, attract, develop and retain the right talent is a major part of management. Therefore, it is indispensable to maintain a permanent and promising workforce; which over the years has become a tough task for employers and thereby increased attrition in the organizations.

A well-trained and well-adapted employee doesn't leave the organization, therefore the various training programmes help in retaining employees. So, the organization loses key skills, knowledge and business relationships. Managers must recognize this and understand that establishing such fundamentals demonstrates their objectives to support nature and motivate their employees.

In this competitive world, training plays an important role in the competent and challenging format of business. Training is the nerve that suffices the need of fluent and smooth functioning of work which helps in enhancing the quality of work life of employees and organizational development too. Development is a process that leads to qualitative as well as quantitative advancements in the organization, especially at the managerial level, it is less

considered with physical skills and is more concerned with knowledge, values, attitudes and behaviour in addition to specific skills.

WHAT IS “TRAINING”?

Training is a highly useful tool that can bring an employee into a position where they can do their job correctly, effectively, and conscientiously. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is the act of increasing the skills of an employee for doing a particular job.

WHAT IS “ATTRITION”?

Attrition is defined as a gradual reduction of the size of workforce through normal means, such as retirement, resignation or death. This is normal in any business and industry. Attrition rate is defined as the rate of shrinkage in size or number.

This type of reduction in staff is one way a company can decrease labour costs. The company simply waits for its employees to leave and freezes hiring. It helps organizations to maintain their agility in fast changing environment. It brings in new blood, opens up new vistas for change, development and improvement, shows avenues to expand operations and add to the creative lines of the organizations.

Attrition in Manufacturing Industries

Companies in India as well as in other countries face a formidable challenge of recruiting and retaining talents while at the same time having to manage talent loss through attrition due to industry downturns or through voluntary individual turnover. Losing talents and employees result in performance losses which can have long term negative effect on companies especially if the departing talent leaves gaps in its execution capability and human resource functioning which not only includes lost productivity but also possibly loss of team-work, harmony and social goodwill. Attrition may be defined as gradual reduction in membership or personnel as through retirement, resignation or death. In other words, attrition can be defined as the number of employees leaving the organization which includes both voluntary and involuntary separation. The obvious, common and main reasons are the ‘ergonomic discomfort’ experienced by the employee and the ‘functional incompatibility’ between the corporate management and the employees. Very often an employee finds himself among colleagues and superiors he is unable to cope up. Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. How to retain valuable employees is one of the biggest problem that plague companies in the competitive marketplace. Nowadays, businesses often find that they spend considerable time, effort, and money to train an employee only to have them develop into a valuable commodity and leave the company for greener pastures. In order to create a successful company, employers should consider as many options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they have less of a desire to leave in the future. Employees need to be retained because good, faithful, trained and hardworking employees are required to run business. In the present context the present paper is ascertained to study attrition management in **Jayaswal Neco Industries Limited, Steel plant Division, Raipur**

COMPANY PROFILE

COMPANY PROFILE



Jayaswal Neco Industries Limited (JNIL) is the flagship company of the ₹3500 Crore **NECO Group of Industries**. Jayaswal Neco Industries Limited, as it stands today, started in 1976 as a small scale Iron Foundry unit at Nagpur. Today Jayaswal Neco Industries Limited (Foundry Division) has grown to be India's largest producer of Iron & Steel castings with an installed capacity of 140,000 MTPA. Its foundries are located across the states of Maharashtra & Chhattisgarh.

In 1996, JNIL established a 1 Million MTPA Steel plant at Siltara Growth Centre (Raipur). The Steel Plant Division produces Iron & Steel products catering to the need of Automotives, Engineering, Power, Railways, Bearings, Structural and Fasteners Industries in India. JNIL-Steel Plant Division has an installed production capacity of 700,000 MTPA through the Blast furnace route and another 300,000 MTPA through the Direct Reduced Iron (DRI) route. Its products include speciality Steels: Hot Rolled Bars in Rounds & Squares, Wire rods in coils and high strength Leaf springs in Flats. The plant also boasts of 5 captive power plants based on waste heat recovery which produces about 60 MW/day. The Steel plant is under expansion that will see its capacity to be enhanced to about 2 Million MTPA.

NSSL Limited, a group company produces ferrous & non-ferrous Industrial valves from 0.5" to 80". The different types of valves manufactured include Gate, Globe, Check, Ball and Plug valves. These are used for different applications in the Petroleum E&P, Refineries, Power Plants, Steel plants, Chemical plants & pipelines in various other industries. It is one of the leading industrial valve units in India. It has recently set up another plant at Nagpur with an investment of Rs. 150 Crores, which will be arguably the largest single location unit to produce valves in the country. Apart from manufacturing, NSSL Limited also provides extensive support for maintenance and repair of valves in service. We can proudly say that NSSL was the first reputed valve manufacturer in India to provide the "Servicing & Repairs to Valves". This company was granted the prestigious ISO 14001:2004 & OHSAS 18001:2007 by Det Norske Veritas for maintaining the highest standard of Health & Safety at its facilities.

NSSL Limited has subsidiaries in Chennai (**Econo Valves**), Doha-Qatar (**NSSL-Middle East**) and Milan-Italy (**NSSL-Italia SRL**). The Italian subsidiary, NSSL Italia Srl has recently acquired two Italian valve manufacturing companies. NSSL Limited also has an

Automotive Machining Division which is the largest Non-OEM unit specializing in production of Cylinder Heads in Iron as well as Aluminium.

Neco Heavy Engineering & Castings Limited (NHECL), a group company at Nagpur produces castings catering to the needs of Heavy Engineering Sector including Integrated Steel Plants, Mini Steel Plants, other Heavy Engineering Industries, Material handling equipment manufacturers, Crane manufacturers, Sugar crushing mills etc. Neco Ceramics, one of the NECO Group companies, produces Refractory items for steel and cement plants.

Neco Defence Systems Limited (NDSL) is one of the leading providers of defence and security related products to Government bodies and authorized private organizations for providing security to people and assets.

Deify Infrastructures Limited (DIL) is a dedicated EPC (Engineering, Procurement & Construction) arm executing new projects from grounds up as well as expansion projects and de-bottlenecking projects for the various divisions of JNIL.

Neco group has also entered into the arena of Infrastructure constructing highways through its infrastructure arm **Terra Infra Development Limited (TIDL)**. It has already developed several projects (eg. Pondicherry Tindivanam Tollway, Hyderabad expressway, Hyderabad Outer ring road (ORR) project etc.) Across the country as consortium partners.

History

The seed of Jayaswal Neco Industries Limited was sown way back in 1902 when Shri Jagbandhan Ram Shaw, father of Shri Basant Lall Shaw migrated to Kolkata (erstwhile Calcutta) and started a trading business in Metal Scrap. Although the initial days were filled with many hardships, Mr. J.R Shaw's enterprise and dedication saw him set up a thriving business which expanded manifold. He soon started wholesale trading business in Steel imported from Birmingham, England. In 1912, when TISCO started manufacturing steel in India for the very first time, Mr. J.R.Shaw became one of the very first and prominent dealers for their products. His firm, the eponymous **Jagbandhanram-Dwarkaprasad**, played an important role in promoting the product among consumers who doubted the quality of the Indian steel. Mr. B.L.Shaw also played an active role in promoting the business even as he completed his graduation. At that time, he was one of the very few formally educated persons from the community.

After completing his graduation (B.Com) from Calcutta University, Shri B.L.Shaw started his first foundry in 1963 in Hooghly district under the registered name of **Jayaswal Udyog Pvt Ltd**. The foundry manufactured sanitary castings catering to Middle East markets. The factory, under the stewardship of Shri B.L.Shaw, saw tremendous growth in 1960s & early 1970s. However, the Naxalite movement in Bengal in 1970s, that saw wide ranging violence and disturbance in carrying out any kind of business activities, forced Mr. B.L. Shaw to scale

down the Unit. In 1976, he shifted base to Nagpur owing to favourable business climate and re-started operations from the present headquarters at MIDC (Hingna Road) under the name of **Nagpur Engineering Company Limited**. This factory made construction castings and later diversified into making castings for Indian railways as well.

Over the period of time, this company established 9 other foundries which were clubbed together to form what is today known as **Jayaswal Neco Industries Limited (JNIL)**. In 1996, JNIL also established an Integrated Steel Plant of 1 Million MTPA capacity through Blast Furnace route that included Sinter Plant, Oxygen Plant, Coke Oven and Captive power generation facility with one of the finest infrastructural facilities at its Siltara, Raipur Plant. This plant, established in collaboration with China Shougang International Trade & Engineering Corporation, produces alloy steel bars & rods from 5 mm in coils to 60 mm bars and narrow width HR Coils. This Integrated Steel Plant, the cherished dream of Shri B.L.Shaw, today stands tall among its peers in India and is the pride of Jayaswal Neco Industries Limited.

VISION:

To be an organization that continuously achieves economic value by optimizing resources through operational excellence, powered by technology, driven by innovation, creating delight and to be a globally admired organization that enhances sustainable industrial and business development and be the global benchmark in the field of

- Steel Plant products
- Iron & Steel castings
- Ferrous & Non-ferrous valves and services
- Ceramic products
- Defence Equipment

MISSION:

Sustainable Growth and Return on Investment by continuous improvement of Human Resource, Environment, Technology and Product. They intend to achieve this through:

People

- By inculcating a culture of constant product innovation & process improvements
- By nurturing human capital through training, education and exposure
- By providing opportunities for growth & development
- By fostering team-work and mentorship
- By developing leadership capability
- Above all work with Passion, Pride, Transparency and Honesty

Society

- Being a responsible corporate citizen : Giving back to the environment what we take
- Adopting cleaner and greener technologies

- Providing a safe and healthy work environment
- Caring for the communities in which we work
- Demonstrating high ethical standards

Customers

- By helping them stay of the curve by delivering innovative products & services
- By helping them grasp every opportunity by delivering on-time every time
- By transparency in our dealings

Suppliers

- Quality starts from incoming material: we believe in developing our suppliers to our level of competence and quality assurance
- Ensuring fairness and equitable transaction to all their suppliers in accordance with internally established procedures
- Ensuring our procurement activities comply with all relevant laws, social norms, standards and treaties worldwide
- Building up relationship of trust with all their suppliers through reciprocal efforts

Management Team



Shri Basant Lall Shaw

Shri Basant Lall Shaw, Founder Chairman of NECO Group of Industries. He is associated with various non-governmental social organizations (All India Jayaswal Mahasabha, Jayaswal Shikshan Samiti) and various other organizations providing technical education at reasonable costs to the masses.



Shri Arbind Kumar Jayaswal

Mr. Arbind Jayaswal is the Managing Director of Jayaswal Neco Industries Ltd. – the flagship company of renowned NECO GROUP OF INDUSTRIES having a turnover of approx. Rs.3500 crore per annum.

Mr. Arbind Jayaswal gave a new direction to the foundry business when he spearheaded the entry into Automotive Castings. Today the foundry business derives more than 50% of its total revenue from the Automotive Casting business with one of the highest realization products. Mr. Arbind Jayaswal also looks after the Mining Business and other businesses of the company. Out of his business arena, Mr. Jayaswal is also actively associated with a number of Social Organizations. He is the President of Jayaswal Shikshan Samiti, Nagpur and a member of the Board of Trustee of Balaji Temple of Nagpur.



Shri Ramesh Kumar Jayaswal

He has a keen interest in Finance and helped the group a lot in this area. During the last decade, the Group has diversified manifold. It has taken up captive mining of Iron Ore / Coal and has set-up an Integrated Steel Plant at Siltara in Raipur, in the state of Chhattisgarh producing Pig Iron, Alloy Steel Bars & Rods about 1 Million Tonne/annum. Shri Ramesh Jayaswal had been ably heading this Steel Plant Division as the Joint Managing Director of JNIL from its very initial stage.



Shri Anand Jayaswal

Mr Anand Jayaswal, As Managing Director of NSSL Ltd, Mr. Anand Jayaswal provides guidance for selection of viable technology and plant & machinery for the units. His core strength lies in designing and implementing systems and procedures for operations. Over the years, he has gained valuable experience in project financing and plays a key role in the same.

Mr. Anand Jayaswal, with his vision and foresight, has planned rapid growth in the field of Engineering & Automotive market. As a senior member of the Executive Committee of Vidarbha Industrial Association, he has successfully taken up the cause of local Industries with the regional and national administrative bodies.



Shri B.K. Agarwal

Mr. Brajkishore Agrawal is a Director on the board of Jayaswal Neco Industries Limited. He has been practicing ever since and is associated with many leading Institutions of the country as their financial advisor. Besides his business activities, Mr. Agrawal keeps himself involved with many Social & Charitable causes. He is an executive trustee on the board of Neco Institute of Management & Research, an educational initiative of the NECO group. He is also a trustee of Shri Hargovind Agrawal Charitable Trust, Nityanand Charitable Trust, Shree Geeta Mandir Trust, Narsingh Mandir Charitable Trust and Jayaswal Neco Foundation.

He also has deep interest in agro forestry and regularly devotes time for nursery activities.



Shri P.K. Bhardwaj

Mr. Pramod Kumar Bhardwaj is Fellow of the Institute of Chartered Accountants of India with more than 30 years of experience with large Indian Corporates in the field of Taxation, Corporate Finance, Investment and Banking.

He joined Jayaswal Neco Industries in 2007 as President Finance and later on joined Board of the Company in February 2011 as Executive Director & CFO. Apart from managing the financial affairs of the company he is Profit Centre Head of Integrated Steel Plant located at Raipur.

Values

Their values define who they are. They guide their daily actions and behaviour. They influence the way they work with each other – and the way they serve our clients and engage with their communities. They take pride in doing the right thing even in the face of adversity.

Their values, formed over the course of our 35-plus year history, make up the character of NECO. It helps to instil in their current and future employees the outlook and approach that we need in order to achieve their NECO Group Mission.

Values:

TOWARDS OUR BUSINESS PARTNERS

With their esteemed business partners, they must establish long term relations based on mutual respect and trust, which will make NECO the preferred partner to do business with.

TOWARDS OUR EMPLOYEES

They strive to create a pool of competent, committed and creative employees who are truthful to self, their colleagues and to the organization. For this, they provide their employees with a work environment which facilitate free expression, trust generation and foster innovation.

LITERATURE REVIEW

Literature Review

Employees are the most important, valuable and productive asset of an organization and retaining them is one of the toughest challenges for the employees. As the replacement cost of key employees involves huge turnover, there is a need to develop a fully integrative retention policy to tackle such type of problems. The objective of this study is to critically analyse the various works done in the field of employee retention and highlight factors responsible for employee departure and retention initiatives followed to retain them. As the study is descriptive in nature, a number of secondary sources are explored to synthesize the fragmented knowledge and present the literature review in a concise format. As the ever changing technology, stiff competition, and globalization has brought human resources at the forefront in organization roles, no organization wants to lose their talented employees. The literature review will present traditional retention techniques followed as well as contemporary techniques used to retain the employees.

As the cost of replacement for an employee is huge, it is always better to keep the existing employees in the flock. Retention is also necessary for the growth and suitability of an organization. Das (1996) in their studies identified six critical factors of employee retention; Compensation, Learning, Opportunity, Benefits and Security, Work autonomy, Merit orientation and Accelerated working growth. Cloutier, Felusiak, Hill, and Pemberton – Jones (2015) in their suggest the development of four strategies for retention employees: (1) effective communication (2) workforce diversity (3) hiring of skilled worker (4) training and development plan to employees. Studies also show that making existing employee stay costs less than hiring new employees (Sinha & Sinha, 2012). They also emphasize the role of organizational culture, compensation, flexible working, career development and communication on the retention of employees. James & Mathew (2012) in their studies on employee retention in steel sector emphasizes on following retention strategies: reward and recognition, Training and development opportunities, career planning and flexible work time, performance appraisal, financial support, mentoring and coaching sessions etc. Kumar & Arora (2012) in their studies found that the rate of attrition among young professional.

(20-25 years) are very high with following reasons: slow rate of career growth, poor relationship with colleagues / seniors / supervisors, work-life imbalance, taking up higher studies etc.

RESEARCH STUDY

Need of the study

- The study is needed to understand how training helps in increasing productivity of employees.
- There is a need to understand how training helps to save time.
- There is a need to find ways in which organisation tries to overcome various factors contributing to attrition.
- There is a need to find out reasons as to why employees prefer to change their job.
- Employees are considered as backbone of the company as their progress in their work will lead to success of the company for the long run.

OBJECTIVES OF THE STUDY

- To evaluate the factors that influences the employee attrition.
- To provide job related knowledge to the workers.
- To impart skills among the workers systematically so that they may learn quickly.
- To understand the underlying factors that helps retain the employees.
- To analyse the steps taken to reduce the attrition.
- To suggest the areas of improvement in attrition rate in the organisation.
- To reduce the number of accidents by providing safety training to the workers.

SCOPE OF THE STUDY

- The study analyses effects of attrition on the business.
- The study attempts to determine solutions to avoid or to control attrition.
- The study covers the extent of job satisfaction among the employees.
- The study determines proper techniques to enhance the productivity of employees.
- This study extends to the effect of training on attrition rate in the company.
- The study educates about the causes of attrition for employees in an organization.
- The study is directed towards helping the organisation reduce employee attrition.

HYPOTHESIS OF STUDY

- **H₁:** Training programmes adopted at Jayaswal Neco Industries Limited Company have significant impact on its attrition rate.
- **H₀:** Training programmes adopted at Jayaswal Neco Industries Limited Company has no significant impact on its attrition rate.

PROBLEM DEFINITION

- Lack of career mobility and challenges
- Working Environment
- High level of stress and lack of work life balance
- Lack of confidence in supervision
- Lack of employee - job fit
- People don't get integrated
- Performance goals are unclear
- Lack of role clarity

RESEARCH METHODOLOGY

RESEARCH METHODOLOGY

A systematic method was adopted for the collection of data. Both primary and secondary data were collected for the smooth & successful completion of the study.

1. PRIMARY DATA

Primary data is the information that has been collected specifically for the purpose of research project. An advantage of primary data is that it is specifically tailored to a particular research needs. It includes data collected from

- Questionnaire
- Focus Groups
- Interviews

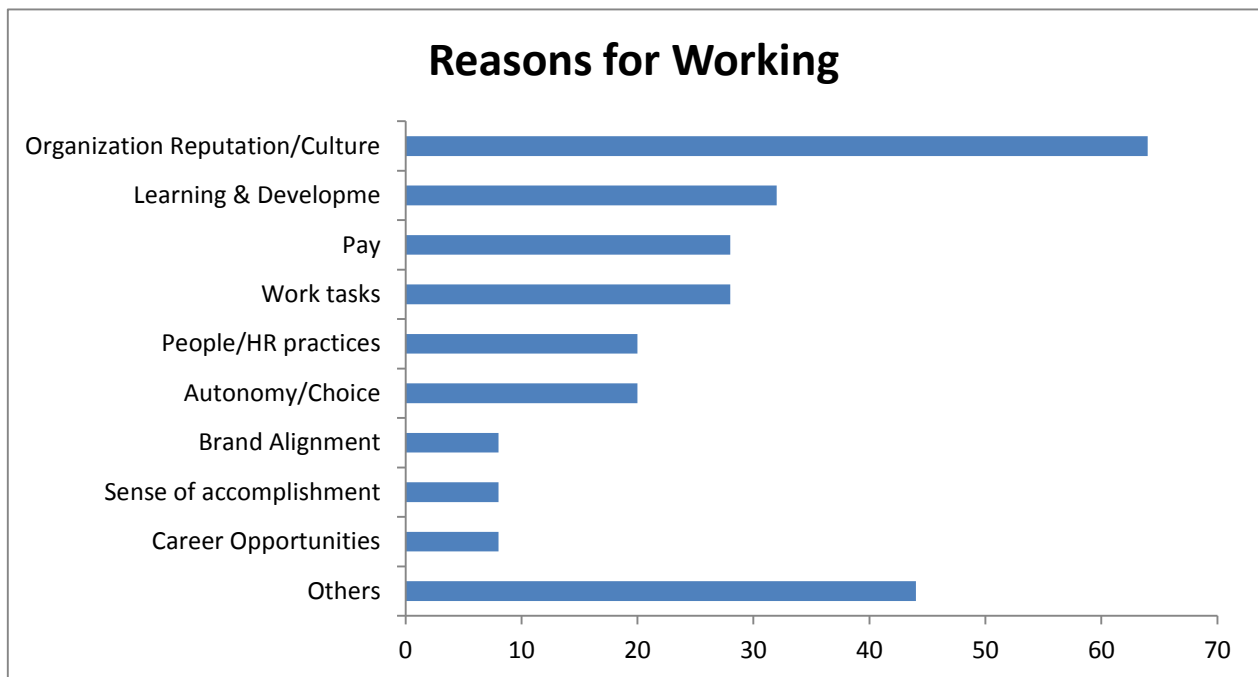
2. SECONDARY DATA

Secondary data refers to the information that has been collected by someone other than a researcher for purposes other than those involved in the research project at hand. Books, journals, manuscripts, diaries, letters etc. all become secondary sources of data as they are written or compiled for a separate purpose.

DATA ANALYSIS AND
INTERPRETATION

This survey was conducted with a sample size of 60 employees.

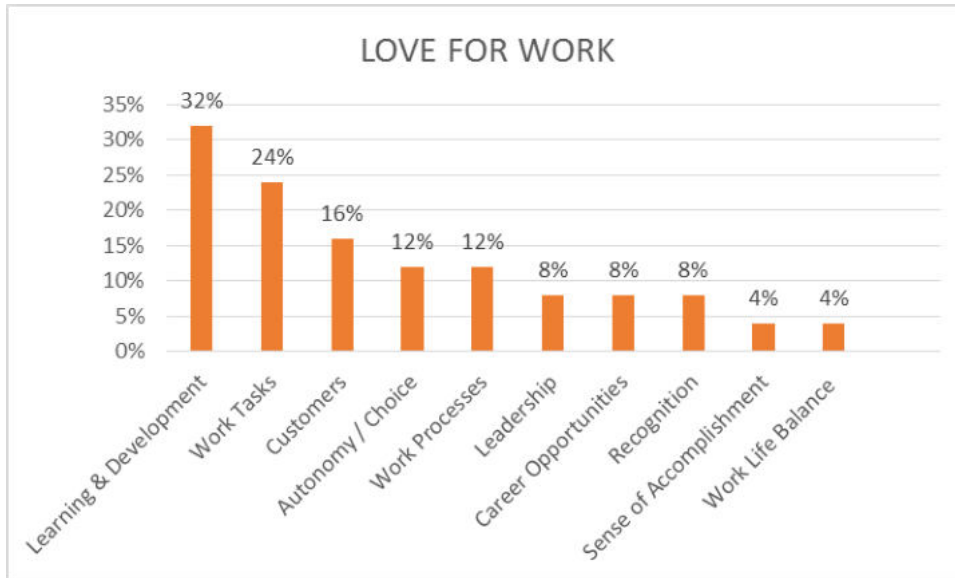
Q.1.What is the top 3 factors you might consider important that will continue to keep you here at JNIL?



INTERPRETATION:

The above graph represents that most of the employees feel the work culture and the organization's reputation as the prime reason to continue working with the company. Whereas if we further see. We find that 32% employee feel that they get better training and development programs at JNIL, which is why they choose to work with the company. 28% employees feel that they are paid well in this company and like their work tasks.

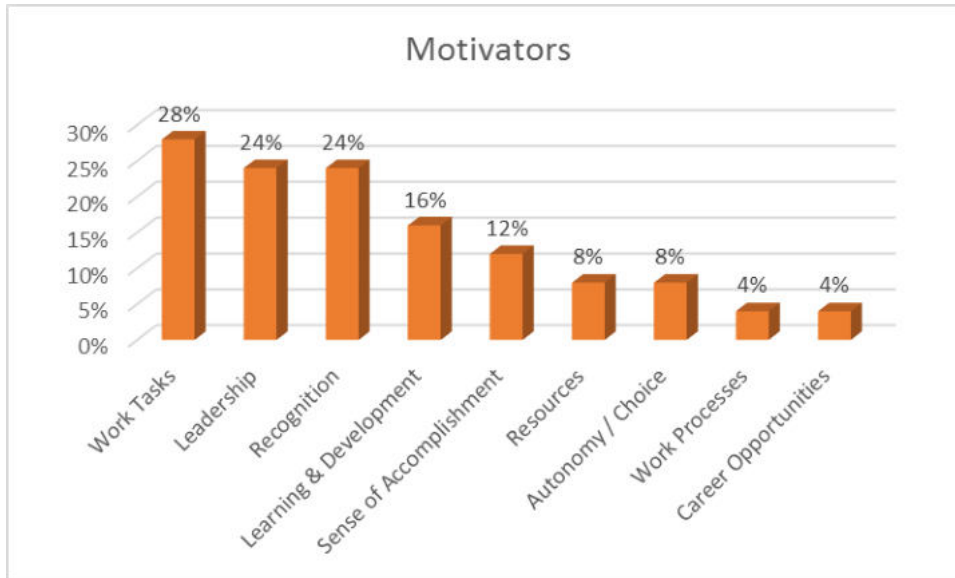
Q.2 What do you love best about your work / working in?



INTERPRETATION:

The above graph depicts that 32% employees like the trainings imparted to them and they feel that they get more development opportunities at JNIL. The next thing that employees love about their job is the task allotted to them. Around 24% employees love work in their present areas of job. The third reason that the employees stated was interaction with the clients/customers. 16% of the interviewee feel that in the process of interacting with the customers they actually get to know their demands, which helps them to design and deliver customer specific products and satisfy customer requirements. This gives them a sense of accomplishment. Meanwhile they also develop better communication skills in the processes of interaction.

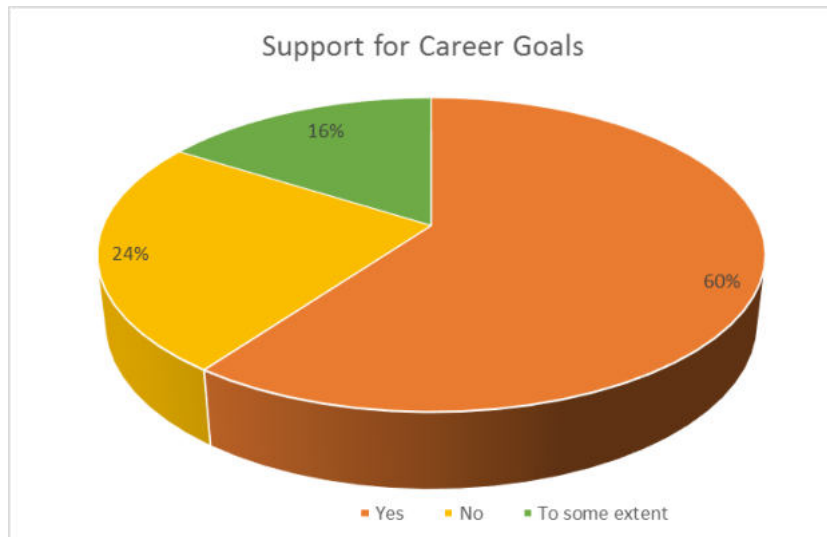
Q.3.What will motivate you to excel further in your current position & make your job more satisfying?



INTERPRETATION:

The top 3 motivators as indicated in the graph is Work tasks, Recognition, Leadership and Learning & Development. 28% of the interviewed employees feel motivated by their work tasks. They love to do their work and the challenges in their work. 24% employees said the support of their seniors motivates them and the leadership they are given to handle projects motivates them. While, the next 24% employees feel motivated by the appreciation received from seniors and colleagues and also they get motivated when their ideas are accepted. The third major motivator is the learning and development imparted to the employees.

Q.4. Does JNIL adequately supports your career goals?

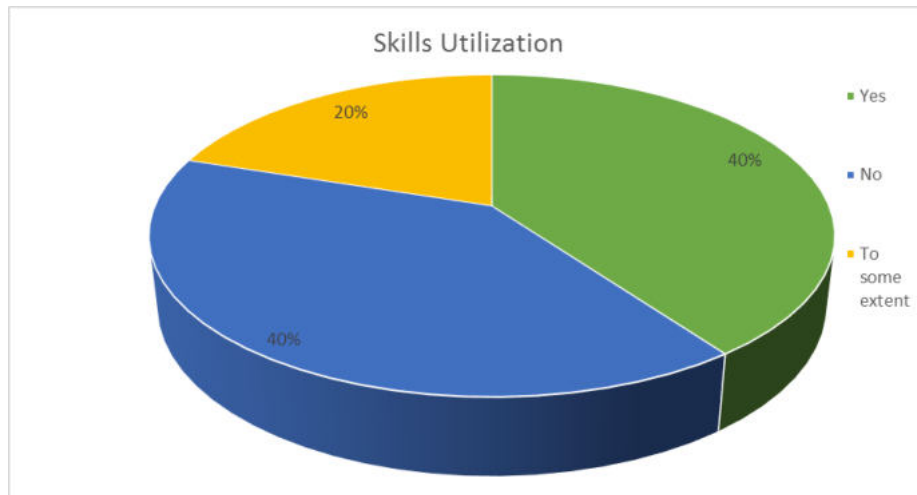


INTERPRETATION:

60% of the employees feel that JNIL adequately supports their career goals and is providing them enough opportunities to groom their skills. Whereas 24% of the employees feel that they the company is not supporting their career objectives and 16% employees feel somewhat supported in their career goals

\

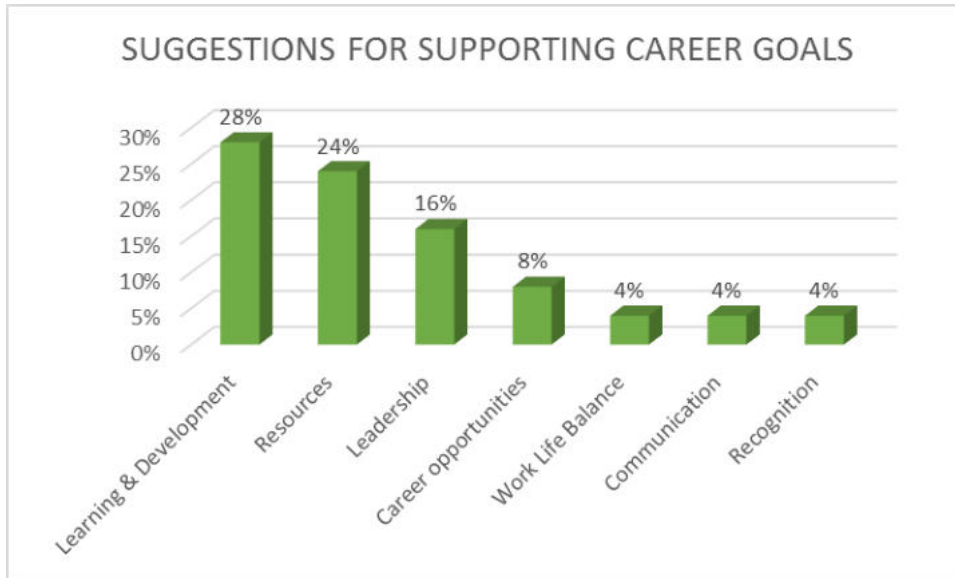
Q.5. Does JNIL fully utilizes your talent?



INTERPRETATION:

The above graph represents a mixed view regarding skill utilization. About 40% of the employees feel that JNIL gives them sufficient opportunities to utilize their skills. At the same time 40% employees feel that their skills are not utilized to its maximum potential. 20% of the employees are of the opinion that they are utilizing their skills to some extent.

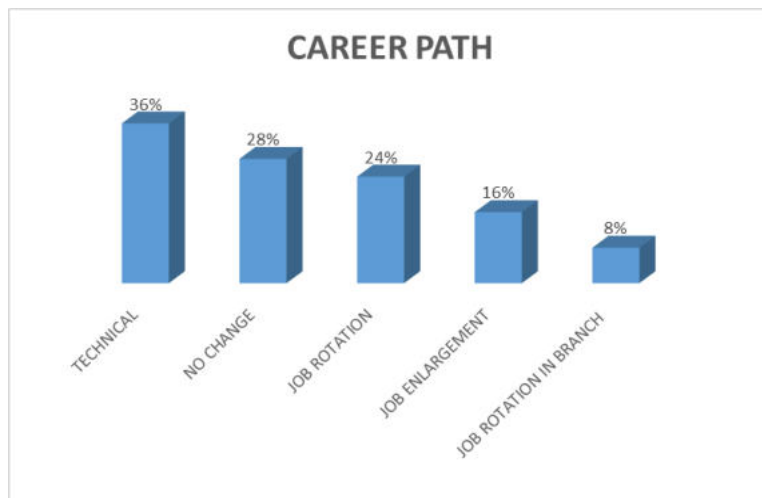
Q.6. How can JNIL support your career goals?



INTERPRETATION:

As a part of suggestion for supporting the career goals, 28% employees suggest that more technical training should be imparted so that the employees gain skills for their work and they should be given site knowledge. Also they suggest that the company should sponsor education to more employees. The second category of suggestion that 24% employees gave was the need for resources. Employees feel that they are not equipped with the modern tools and techniques which lower the productivity. Hence they require more and better resources so as to utilise their skills efficiently and effectively. The third suggestion is given in the area of leadership. 16% employees suggest that there is an urge for formulating better plans and prompt decisions so that the work culture is not delayed.

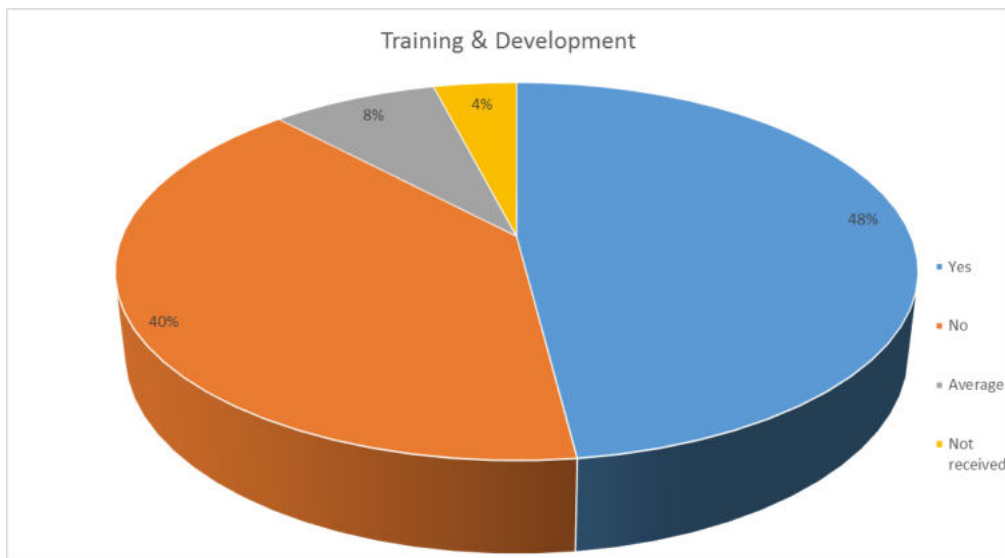
Q.7. If given a choice to choose your own career path in the future, which function or career path that you think you will like to embark on so that you can contribute your very best to JNIL?



INTERPRETATION:

According to the survey 36% employees fantasise doing the research and designing work. They want to do the technical work. Whereas 28% employees feel satisfied with their current profile. They feel that they are working in the area of their interests. Furthermore as shown in the graph, 24% employees want to completely move to other areas of work i.e. job rotation. Few wanted to move to PGS and manufacturing department, while few hold opinion of getting linked with the corporate department. Moving down we can see that 16% employees want job enlargement i.e. they want more authority and responsibility to execute their work and also they want leadership in handling projects. 8% employees want a job rotation in branch.

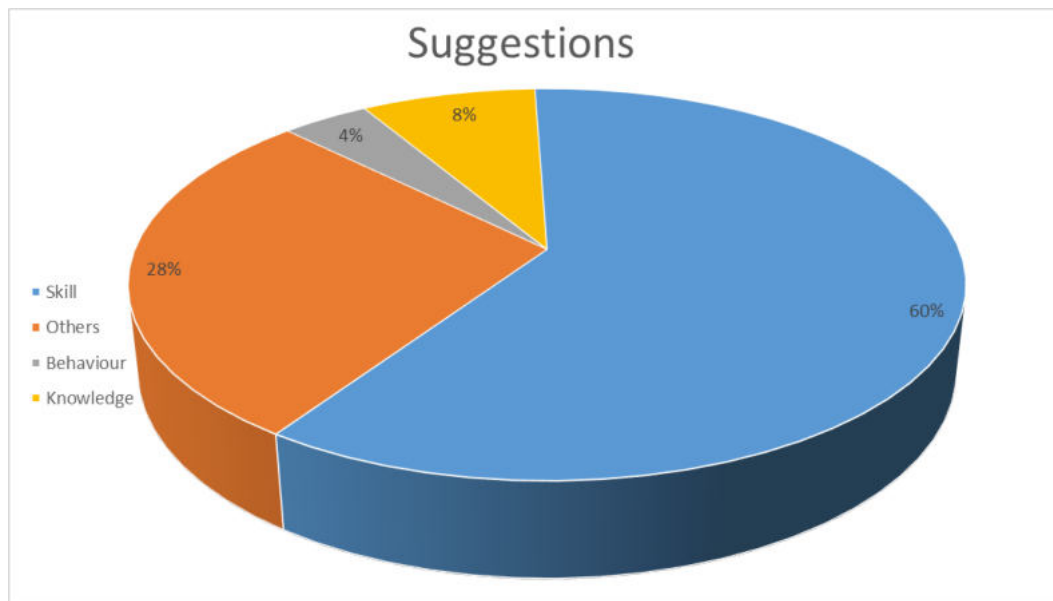
Q.8. Are the training & development provided by the company adequate & met your needs?



INTERPRETATION:

The graph shows that 48% employees are satisfied with the training and development programs. While 40% employees are not happy with the trainings imparted. 8% employees feel that the training and development is average and not up to mark. Only 4% employees haven't received any training till now.

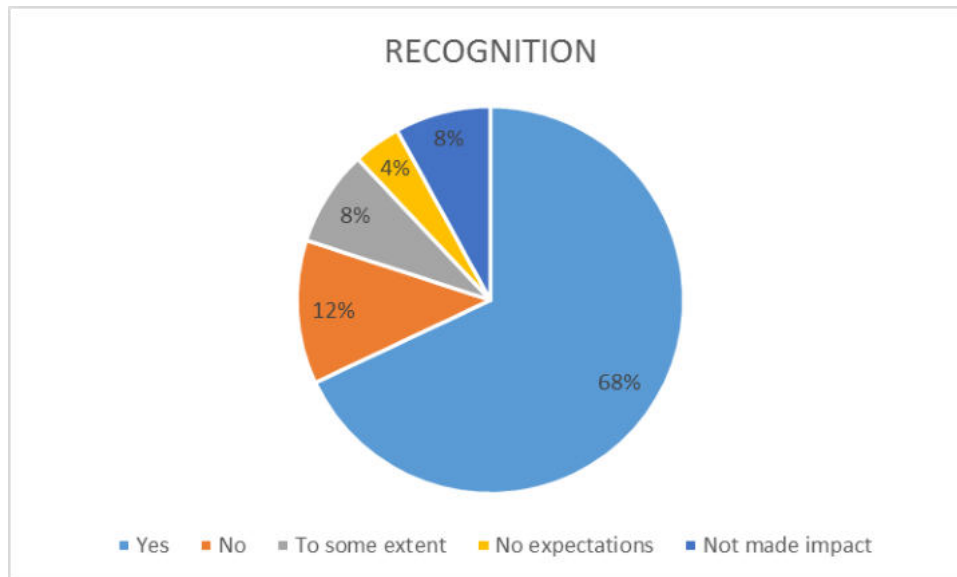
Q.9.What are your suggestions for improvement in the area of Training & Development?



INTERPRETATION:

60% employees suggest that more technical training should be imparted to the employees so that they gain more knowledge about their work and execute it properly. Employees suggest that more advanced and skill development trainings should be given. 8% employees suggest that IMS Training and awareness programmes should be conducted. 4% employees suggest that certain motivational trainings should be conducted by the company. The other reasons stated by the employees were regarding the time constraint and few felt that the content of training was missing.

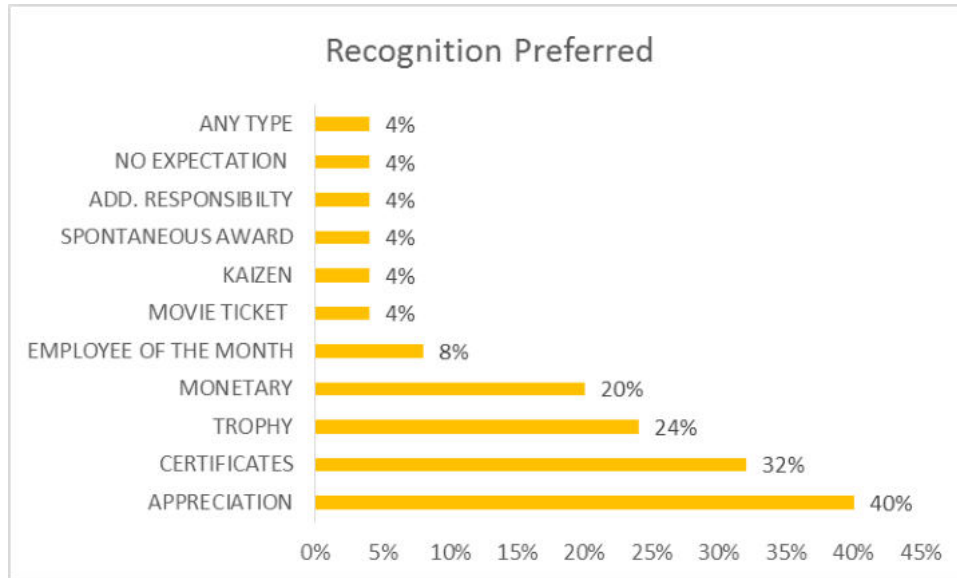
Q.10. Do you have enough recognition for your contributions?



INTERPRETATION:

The graph shows that most of the employees are recognised for their contribution. The company takes a deal of effort and ensures that contribution of the employees are recognized. The chart clearly states that 68% employees have been recognized for their contributions. While 12% employees feel that their contributions are not recognized by the company. 8% employees feel that there were moments when they have been rewarded, yet they feel that there were moments when they feel that they had made an impact which was not recognized. 4% employees do not feel the need for recognition, whereas 8% employees said that they haven't made any impact that needs recognition.

Q.11.What kind of recognition do you prefer?



INTERPRETATION:

Of the various kinds of rewards given by the company, 40% employees feel that only an appreciation for their work by their managers motivates them and makes them feel proud. 32% employees prefer certificates as a part of recognition. They feel that these letters of credit adds to their achievements. 24% employees prefer trophy, while only 20% employees prefer to have monetary rewards for their contributions. 8% employees prefer “Employee of the Month” as a part of recognition. And 4% employees prefer to be rewarded with movie tickets, Kaizen award & Spontaneous award. Apart from these, 4% employees want more responsibility as a part of recognition, while the rest employees prefer to be rewarded with any type of reward and few do not have any expectations.

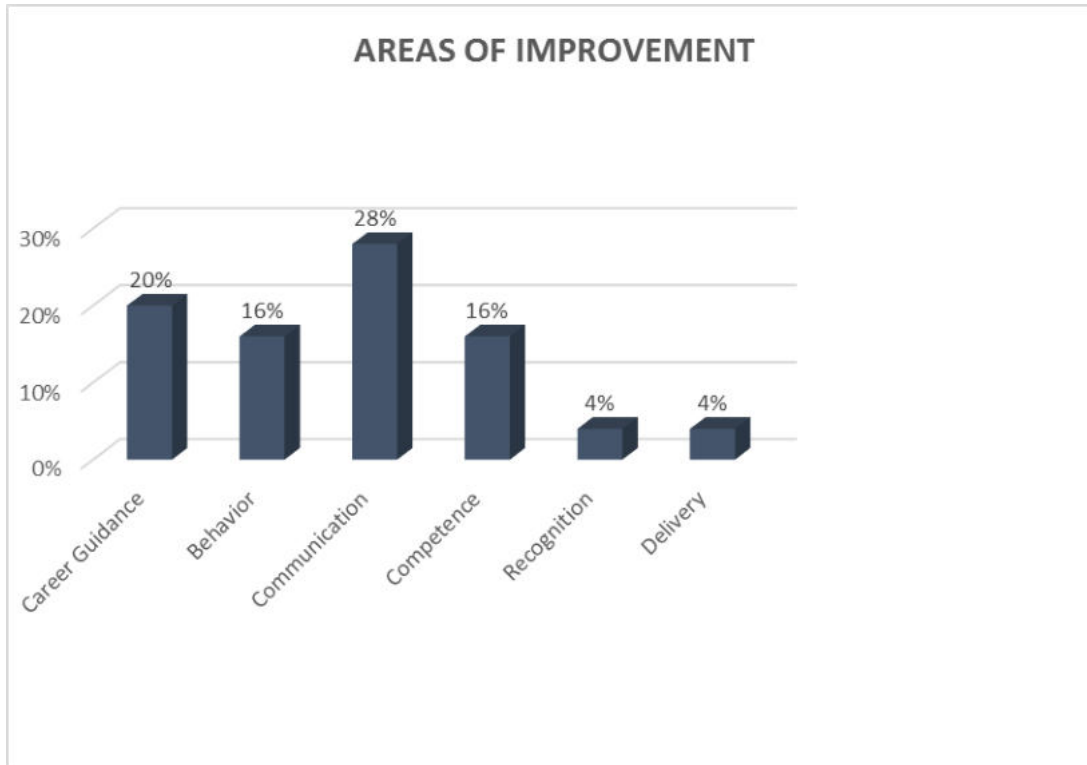
Q.12. How frequently do you think the training programmes should be conducted in JNIL?



INTERPRETATION:

75% employees felt that training programmes always helps to perform better in the company whereas 15% employees felt that only sometimes training programmes helps to perform better and 10% employees felt that training programmes never help to increase the performance of employees at JNIL.

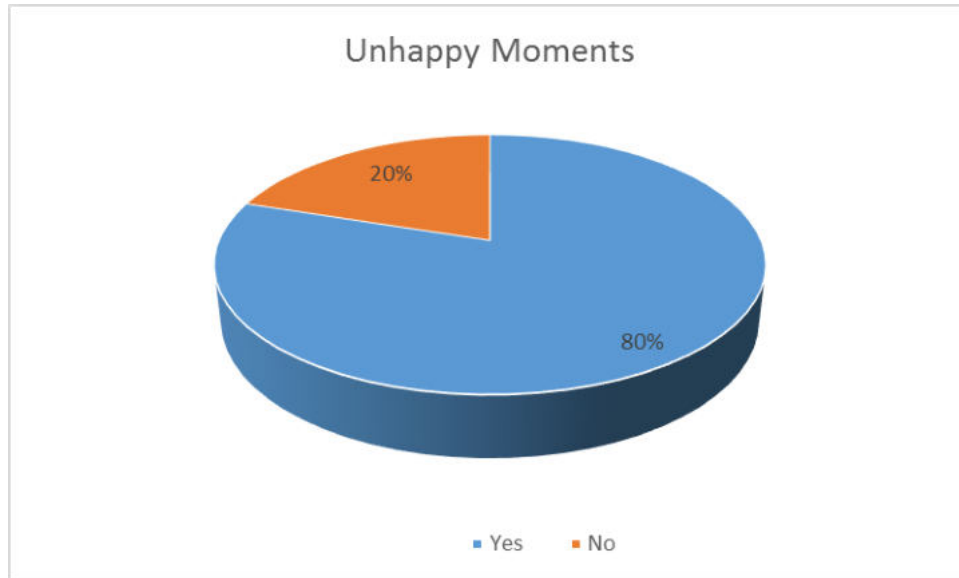
Q.13. In which aspects you think your supervisor can do better?



INTERPRETATION:

The above graph shows that 20% employees feel that their supervisors should interact and guide them regarding their career prospects rather than only discussing about case to case progress. 16% employees feel that their supervisors should control their temper and respect employees. Majority of the employees i.e. 28% employees feel that their supervisors should improve their communication skills. Down the line, the graph shows that 16% employees feel that their supervisors should be more competent and a develop decision making ability. Whereas 4% employees feel that their supervisors are not motivating and also they fail to deliver their commitments on time.

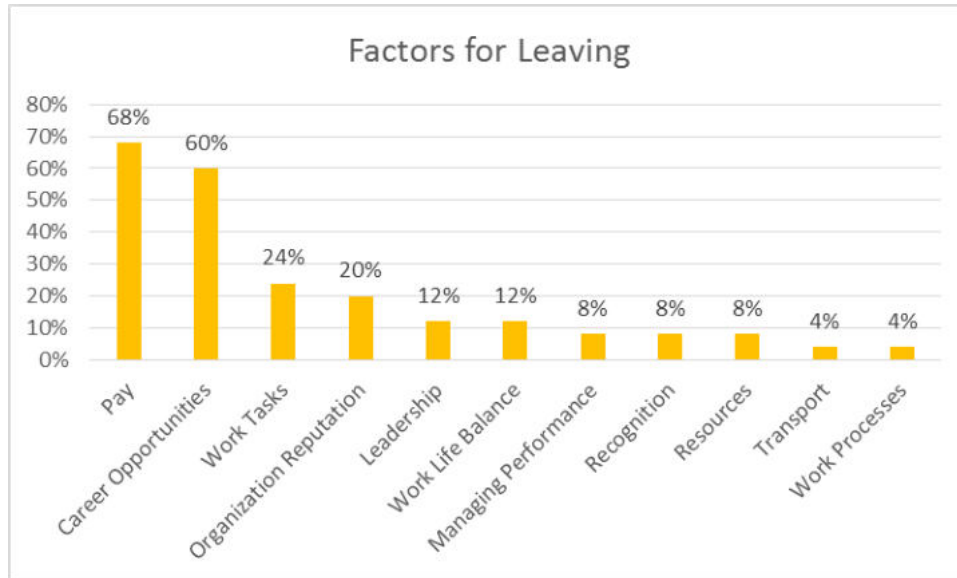
Q.14. Have there been any moments where you were very unhappy working at JNIL?



INTERPRETATION:

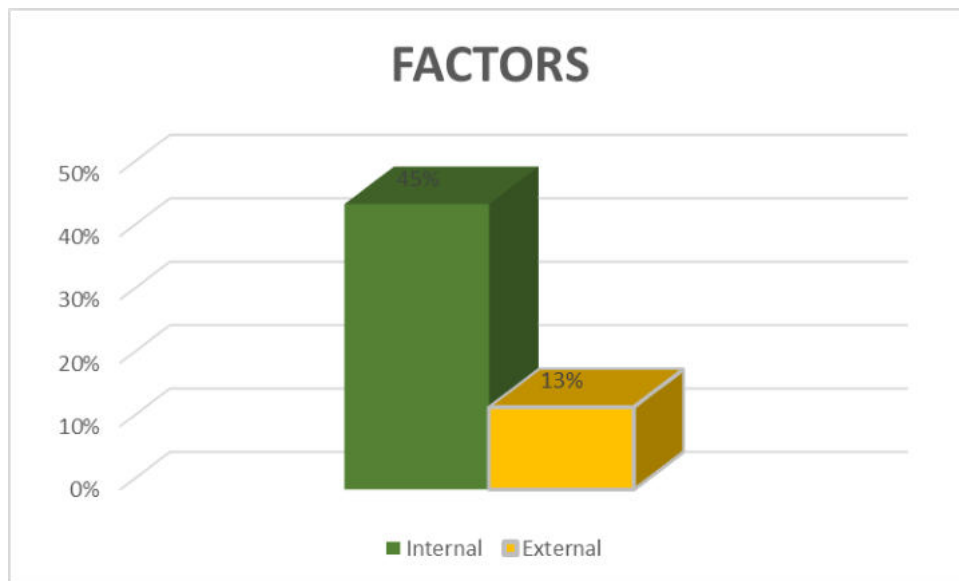
80% employees felt unhappy moments working in the company whereas 20% employees had no unhappy moments working at JNIL.

Q.15. A. What are the top 3 factors that you might consider leaving JNIL?



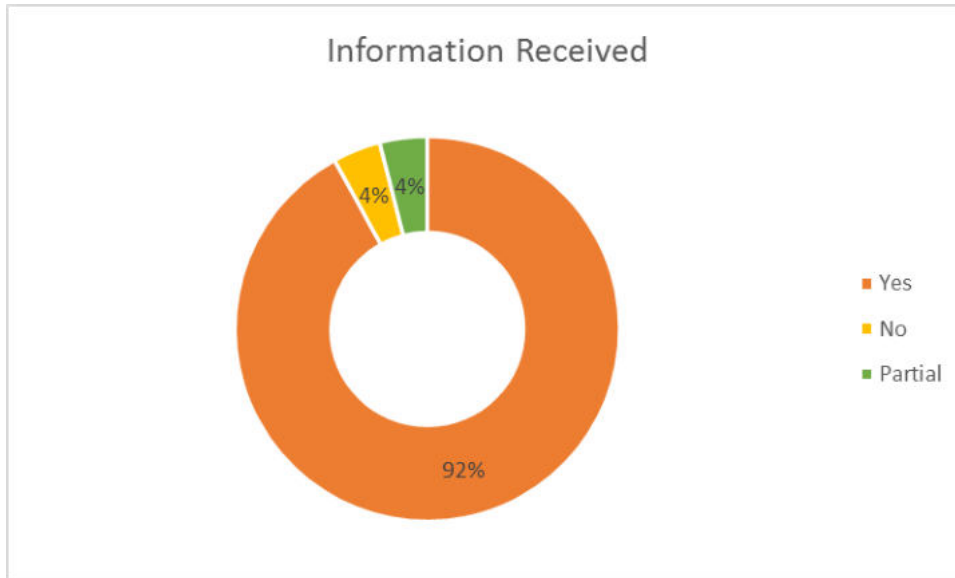
INTERPRETATION:

The top 3 reasons stated by the employees for leaving the company is salary. Career opportunities and the work tasks. 68% employees say that if they are paid higher in other company they would leave. 60% state career prospects as a major reason for leaving the company. They feel if they get better career opportunities and more exposure elsewhere they would leave the company. The major reason that 24% employees said was the job profile. Employees felt that they were not having a clear job profile and the tasks allotted to them did not match their profile. 20% employees feel the work culture is not motivating which might be considered as factor for leaving.

b. Internal and external factors constituting employees to leave**INTERPRETATION:**

Of the reasons stated for the previous question, 45% employees have shown internal reasons for leaving the company. Whereas 13% employees stated external reasons for leaving the company.

Q.16. Do you get enough information about the company?



INTERPRETATION:

The company provides enough information regarding the strategies, performances, procedures etc., this is clearly shown in the graph. 92% employees feel that they get enough information regarding the company's policies and procedures. Only 4% feel that the information they get is not sufficient. While the remaining 4% feel that there is partial flow of information

Q.17. Do you think the existing training programmes help you to perform better on your job?



INTERPRETATION:

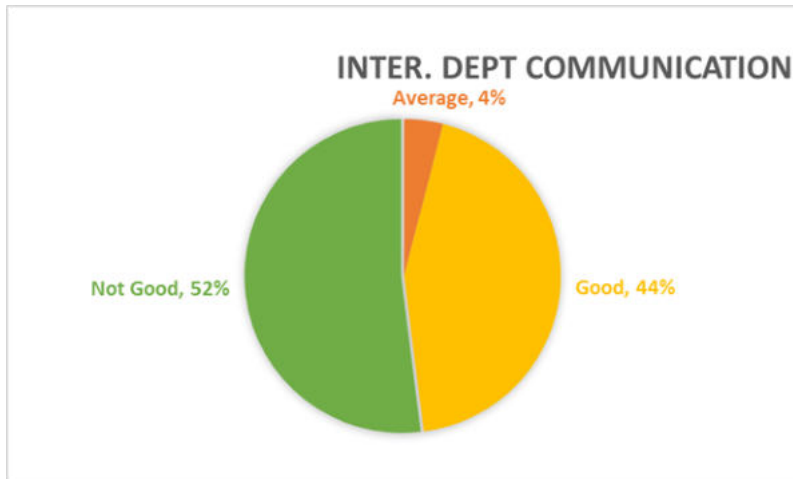
As the chart shows the various programmes conducted within the department. 60% employees said that there are programmes conducted more often within the department. Only 20% employees said that the programmes are conducted often within the department and 20% employees said the programmes are conducted rarely their department.

Q.18. Do you think workplace comm. is adequate within your department & interdepartmental?



INTERPRETATION:

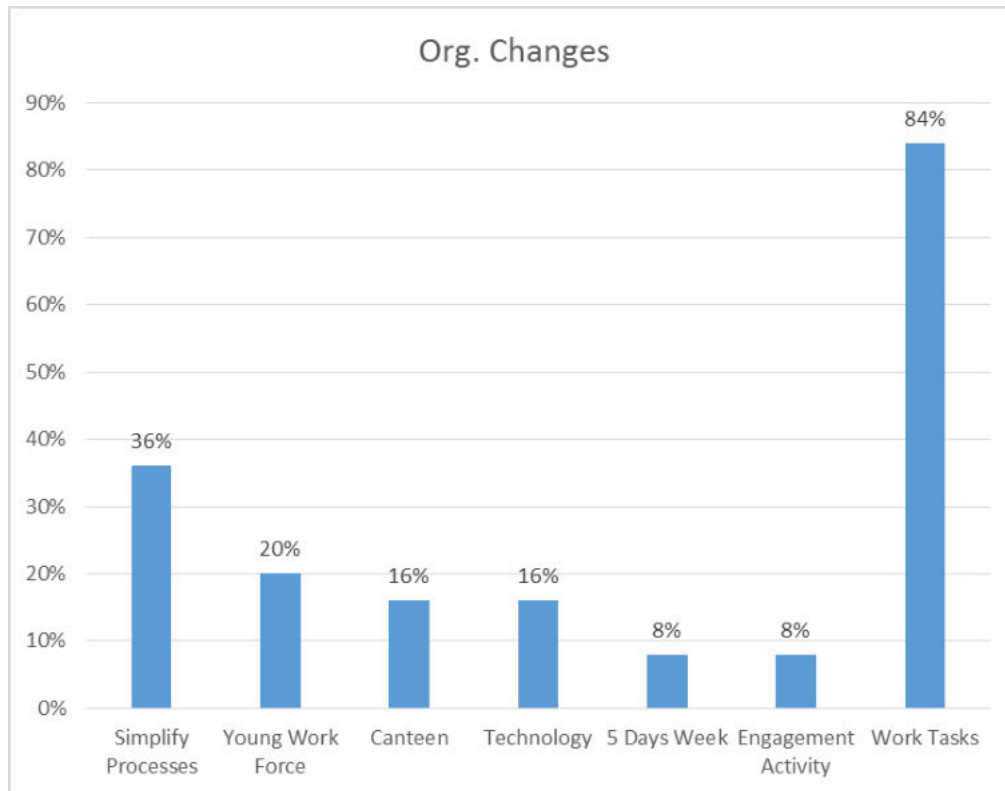
As the chart shows there is good communication within the department. 76% employees said that there is good communication within the department. Only 16% employees said that the workplace communication was not good within department and 8% employees said the communication was average in their department.



INTERPRETATION:

The graph shows that inter departmental communication is not good. 52% employees face inter departmental communication problem. While 44% employees feel the communication is good inter department. The rest 4% employees consider interdepartmental communication as average.

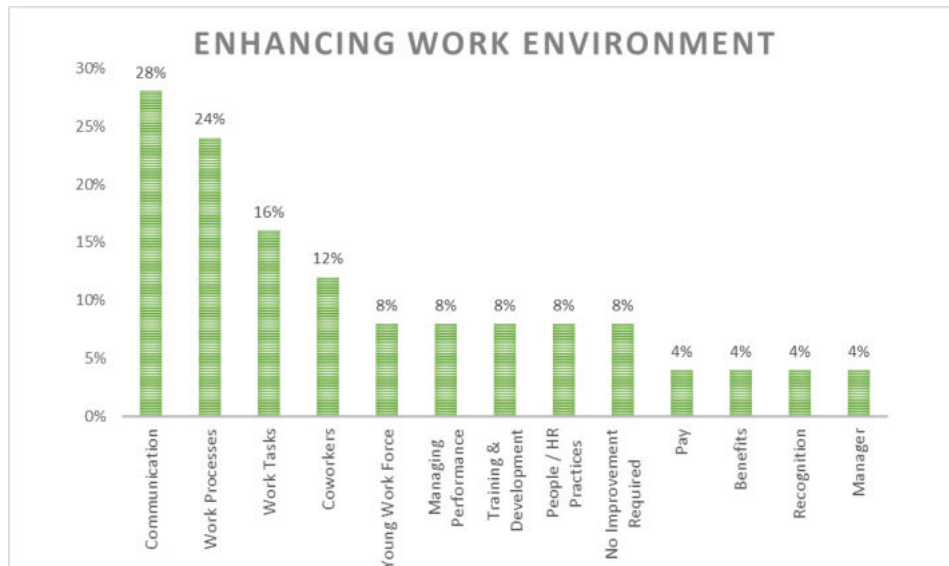
Q.19. If you were given a free hand to make changes what changes would you make in the organisation?



INTERPRETATION:

36% workforce considers the processes in the company are complex and lengthy. Hence it needs to be modified. Whereas 20% employees think that there is an urge of recruiting more youths in the organisation. They feel that the old employees are not contributing much to the production. 16% employees said they would improve the canteen food and also the technology. Whereas 8% employees would implement the MNC culture and some recreational activity as a part of engagement activity. 84% employees feel that work is not allocated as per the profile, hence they require a clear job profile. Also deadlines should be set for every work so that employees don't waste time in unproductive work.

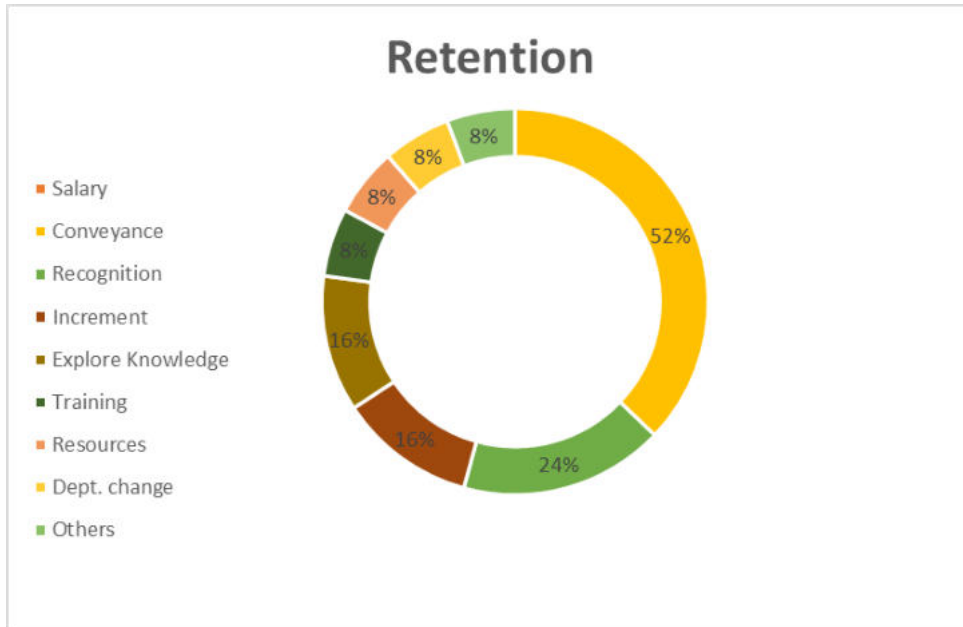
Q.20. Suggestions for enhancing work environment



INTERPRETATION:

The graph shows that there is need for effective communication so as to ensure smooth working and the company should also recruit fresh talents. This would lead to inflow of new ideas. 24% employees feel that modern technology should be adopted so as to simplify the work processes. 16% employees feel that the work tasks should be better qualified. Deadlines should be set and there should be proper time management. Another major factor to enhance the workplace environment is cooperation among co-workers and need for motivation which 12% employees stated.

Q.21. Suggestions to encourage Retention



INTERPRETATION:

52% employees said that salary would be the most preferred retention factor, which is common for every company. Another major concern for retention is provision for transport facility. 24% feel the need for conveyance for their retention. Whereas recognition and increments hold equal status i.e. 16%. Employees said they should be recognized for their contributions and should be given proper increments. Apart from these training, resource requirements, department change etc. were each demanded by 8% employees as retention factors. 72% employees gave other reasons for their retention which is described in the following chart:

CONCLUSION
AND
LIMITATIONS

CONCLUSION

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate more on employees and the ways to retain them for their long run. From the study it is identified that Work Tasks, Technology and Technical Training are the top three factors which might lead to attrition, apart from lack of growth opportunities and salary which are the common factors for employees to change their jobs in almost every organization. This study concludes that to reduce attrition, the company should adopt New Innovative Technologies and Effective Training Programs for the growth of their employees within the organization.

The company should also think of recruiting people who are in the vicinity of the industry, so that the family related problems will not lead to attrition. But on the other hand, company should recruit people from different regions so that it can adopt the culture and work style of other regions, rather than being specific to a particular state while recruiting.

From the study done we can say that, the best way to improve employee retention is to understand what the employees want and need from the work place and provide it. Organization should also take efforts to bring most of the retention policies into practice which will give a positive effect on the issue.

There is no universal attrition management solution for every company. Each organization has to build its own motivation system based on compatibility between organizational and individual goals. The following factors can be concluded:

- Attrition is inevitable; it will always prevail; it can only be minimised.
- Intrinsic factors are equally and sometimes more important than extrinsic factors while controlling attrition.
- Effective leadership; to a great extent, may be helpful to control attrition.
- Attrition does not always have a negative impact on the organization.

- The company should adopt New Innovative Technologies and Effective Training Programs.

LIMITATIONS OF THE STUDY

The research study is limited to a few aspects:

- Time was the most critical limiting factor.
- The study was limited to the extent of information provided by the employees of a particular grade only.
- The outcome of the study cannot be generalized. The study needs to be tested on a larger dataset.
- The responses from the employees could be casual in nature, chance of bias is present.
- The study has considered only limited variables while assessing attrition, retention, and other perceived attitudes of the employees.

RECOMMENDATIONS
AND
SUGGESTIONS

RECOMMENDATIONS AND SUGGESTIONS

The cost of losing an employee is approximately three times the salary of the employee and, therefore, improving retention is a critical priority. The cycle that ensues after an employee leaves a company is even more hectic and costlier.

JNIL should go for well-designed training sessions with real time instructors and online courses.

Training will not only assist in cutting back employee attrition rate but will also enhance their overall skills leading to asset development within the organization.

Having said that, the state of de-motivation among employees can be tackled with effective inter- organization training. This will ensure that employees stay longer with the company.

QUESTIONNAIRE

	QUESTIONS	ANSWERS
1	What are the top 3 factors you might consider important that will continue to keep you here at JNIL?	
2	What do you love best about your work / working in JNIL?	
3	What will motivate you to excel further in your current position & make your job more satisfying?	
4	Does JNIL adequately supports your career goals?	
5	Does JNIL fully utilizes your talent?	
6	How can JNIL support your career goals?	
7	If given a choice to choose your own career path in the future, which function or career path that you think you will like to embark on so that you can contribute your very best to JNIL?	
8	Are the training & development provided by the company adequate & met your needs?	

9	What are your suggestions for improvement in the area of Training & Development?	
10	Do you have enough recognition for your contributions?	
11	What kind of recognition do you prefer?	
12	How frequently do you think the training programmes should be conducted in JNIL?	
13	In which aspects you think supervisors can do better?	
14	Have there been any moments where you were very unhappy working at JNIL?	
15.A	What are the top 3 factors that you might consider leaving JNIL?	
B	Internal and external factors constituting employees to leave?	
16	Do you get enough information about the company?	
17	Do you think the existing training programmes help you to perform better on your job?	
18	Do you think workplace comm. Is adequate within your department & interdepartmental?	

19	If you were given the free hand to make changes would you make in the organisation?	
20	Suggestions for enhancing work environment?	
21	Suggestions to encourage Retention?	

BIBLIOGRAPHY

BIBLIOGRAPHY

WEBSITES

- WWW.JAYSWALNECO.COM
- WWW.GOOGLE.COM

NEWSPAPERS

- **BUSINESS LINE**
- **BUSINESS STANDARD**
- **FINANCIAL EXPRESS**