

ATTRITION LEVEL OF EMPLOYEES IN ISS INTEGRATED FACILITY SERVICES PRIVATE LIMITED

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Abstract: Attrition is a critical issue and pretty high in the industry these days. It's the major problem which highlights in all the organizations. Though the term 'ATTRITION' is common, many would be at a loss to define what actually Attrition is, "Attrition is said to be the gradual reduction in the number of employees through retirement, resignation or death. It can also be said as Employee Turnover or Employee Defection" Whenever a well-trained and well-adapted employee leaves the organization, it creates a vacuum. So, the organization loses key skills, knowledge and business relationships. Modern managers and personnel administrators are greatly interested in reducing Attrition in the organization, in such a way that it will contribute to the maximum effectiveness, growth, and progress of the organization.

Keywords: Attrition level of employees like Policies and Procedures, Training Level, Performance Evaluation Process.

I. INTRODUCTION

In the best of worlds, employees would love their jobs, like their co-workers, work hard for their employers, get paid well for their work, have ample chances for advancement, and flexible schedules so they could attend to personal or family needs when necessary. And never leave. But then there's the real world. And in the real world, employees, do leave, either because they want more money, hate the working conditions, hate their co-workers, want a change, or because their spouse gets a dream job in another state. So, what does that entire turnover cost? And what employees are likely to have the highest turnover? Who is likely to stay the longest? It is however not an easy task for an HR manager to bridge the ever increasing demand and supply gap of professionals. HR manager is not only required to fulfill this responsibility, but also find the right kind of people who can keep pace with the unique work patterns in industry. Adding to this is the issue of maintaining consistency in performance and keeping the motivation levels high, despite the monotonous work. The toughest concern for an HR manager is however the high attrition rate.

Statement of the Problem

The Facility Service Industry is grappling with the highest level of attrition, after information technology, even though the potential to be competitive in the global area exists in this sector. Companies are yet to move strategically with regards to their human and financial resources in order to take advantage of the available opportunities.

The general feedback from the industry indicated that while human resource is increasingly becoming a strategic business function in many companies, particularly in the SME sector, man management skills often do not percolate down to the first-level frontline managers. The industry statistics show that the attrition rate in many other big companies is still higher in the marketing segment. To understand better about the Attrition rates, a study was conducted for **ISS** on the Subject.

Objectives of the Study

1. To examine the Exit Policy and to analyze the Exit Interviews.
2. To study factors leading to Employee Attrition.

3. To give the possible suggestions to the HR Department.

Research Methodology

A way to systematically solve the research problem along with the logic behind, defines research methodology. It explains why a research study has been undertaken, how the problem has been defined, in what way and why the hypothesis has been formulated, what data have been collected and what particular method has been adopted, why particular technique of analyzing data has been used and a host of similar other questions are usually answered concerning a research problem or study.

Research Design

Research design is considered to be a blue print of the research being undertaken i.e., research design is purely and simply the frame work or plan for the study that guides the collection and analysis of data. The preparation of such design facilitates research to be as efficient as possible yielding maximal information. There is never a single standard or correct method to carry out research .Thus, there is no single perfect design to solve a problem. With reference to the given project at **ISS Integrated Facility Services Private Limited**, descriptive design has been opted to be the appropriate one, as it would help to obtain complete and accurate information.

For descriptive study, a proper procedure should be prepared keeping in mind the objectives of the study and the resources available. The descriptive design is also called the survey design since it takes into account all the steps involved in a survey and hence this design was found to be the most suited design.

Sample Size

The total sample size taken up for this study is 120. Employees in consultation with the company project guide.

Sources of Data

In dealing with any problem it is often found that data at hand are inadequate, and hence, it becomes necessary to collect data that are appropriate. There are several ways of collecting the data which differ considerably in context of cost, time and other resources.

Methodology

Primary data collected through Personal Interview, Telephonic Interview and secondary data Collected from magazine, journals...etc

Statistical Techniques

The data, after collection has been processed and analyzed in accordance with the outline laid down for the purpose at the time of developing the research plan. The collected data are tabulated .The Statistical Tool used for the Analysis Percentage Analysis.

II. ORGANISATION PROFILE: ISS INTEGRATED FACILITY SERVICES

ISS is one of the world's largest Facility Service providers, with market presence in Europe, Asia, South America, North America and Australia. ISS is present in 50 countries and employing more than 5, 00,000 people. The ambition of ISS is to lead the market for Facility Services globally. This is realized through our strong local country organizations that operate in the market where ISS is currently present – thereby we naturally also seek to lead Facility Services locally.

At ISS, they have proven quality programs for all services areas that ensure professional performance whether the services involve pest control at a warehouse, customer service through their call centers or cleaning and disinfection of the operating theatres at a hospital.

They are offering three business models that all are based on local accountability and the sharing of best practices. Those three business models for providing services that makes a valuable difference for the individual client are:

Single services, which covers services, provided as stand-alone concepts e.g. daily office cleaning, landscaping or pest control etc. when buying a single service from ISS our clients are always guaranteed competitive prices and high quality provided by a dedicated and highly competent staff.

Multi Services, which covers two or more services where our clients obtain the same benefits, as with single-service outsourcing as well as service integration benefits. Integrated Facility Services, where ISS takes overall, or most of the facility functions at the client’s premises. By integrating services, ISS can create further cost synergies and increase efficiency and flexibility in providing a single point of contact and by optimizing the management structure and delivery system.

Table No: I Policies and Procedures

RESPONSE	RESPONDENTS	PERCENTAGE
Yes	0	0
No	120	100
Total	120	100

The above table indicates around 100% of respondents felt that they are satisfied with the Policies and Procedures in ISS.

Table No: II Training in ISS

RESPONSE	RESPONDENTS	PERCENTAGE
Excellent	8	6.66
Very Good	48	33.33
Good	56	46.66
Poor	0	0
Very Poor	8	6.66
Total	120	100

The above table indicates around 46.66% of respondents felt that the training in ISS was good.

Table No: III Training attended in ISS

RESPONSE	RESPONDENTS	PERCENTAGE
Good Extent	64	53.33
Some Extent	48	40
Not at all	8	6.66
Total	120	100

The above table indicates around 53.33% of respondents felt that they got good training in ISS.

Table No: IV Performance Evaluation Process

RESPONSE	RESPONDENTS	PERCENTAGE
Excellent	16	13.33
Very Good	40	33.33
Good	48	40
Poor	8	6.66
Very Poor	8	6.66
Total	120	100

The above table indicates around 40% of respondents felt that the Performance Evaluation was good in ISS.

Table No: V Performance Feedback

RESPONSE	RESPONDENTS	PERCENTAGE
Always	48	40
Sometimes	56	46.66
Not at all	16	13.33
Total	120	100

The above table indicates around 46.66% of respondents felt that Sometimes the feedback on performance evaluation helps to “grow” and to give their best in their work.

III. FINDINGS & SUGGESTIONS

Findings

- ✓ **Policies and Procedures:** around 100% of respondents felt that they are satisfied with the Policies and Procedures in ISS.
- ✓ **Training Level:** around 46.66% of respondents felt that the training in ISS was good.
- ✓ **Training Attended:** around 53.33% of respondents felt that they got good training in ISS.
- ✓ **Performance evaluation process:** around 40% of respondents felt that the Performance Evaluation was good in ISS.
- ✓ **Performance Feedback:** around 46.66% of respondents felt that Sometimes the feedback on performance evaluation helps to “grow” and to give their best in their work.

Suggestions

- ✓ Generally, the Employees in the company are satisfied, but you have to ensure that the existing Employees should not shift from this company to another company often. So, a High morale of the Employees has to be maintained. So that the employees may get all the Facilities and Amenities in this company.
- ✓ Regarding the Job Content many Employees are Satisfied with their jobs, but some Employees are not satisfied. This is because they don't get a detailed description about their jobs.
- ✓ Employees are fully satisfied with their Policies and Procedures in this company.
- ✓ Some Employees feels that the Training given to the Employees were not sufficient for them. So the company has to provide more training for the Employees.
- ✓ As far as performance Evaluation concern around 13.33% of Employees were dissatisfied. So the company has to adopt a New Strategy or Policies to rate the performance level.
- ✓ Around 33.33% of Employees were felt very hectic about the work stress. So the company has to make sure that the stress level of Employees should come down by maintaining a good relation with the Superiors and Sub-ordinates.

IV. CONCLUSION

“Selecting right person for the right job” is the main mantra for the requirement team in any company. Department of Human Resource is in itself a closed one with openness to every employee of the company. Yet we still have a problem of maintaining an employee for a long time which makes us to know about a term called Attrition.

To work in an HR Department the person should not only look at the money he earns in it but it should be a person for the person. He should have involvement in the working because these types of job requires something more than to follow the regular rules, and one should be an cool minded person to deal with the different kinds of people to make sure that they don't shift companies from time to time.

My experience in ISS Integrated Facility Services Private Limited has taught a lot which a book cannot teach me. People in HR Department should be very careful with their decisions as it takes lot of effects.

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