A PROJECT REPORT ON

Employee Attrition on

Contract Employees

Submitted By:

Name: Kushwaha Priya Kumari

Roll No: 2027

Under the Supervision of

Ms. Priyanka U. Naik

Assistant Professor of Management Studies

Goa Business School

Goa University
2021-2022

DECLARATION

I, the student of M.B.A. Part II of Goa Business School, Goa University, hereby declare that the project entitled "**Employee Attrition on Contract Employees**" has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of my faculty guide Ms. Priyanka U. Naik. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

Date: 9th May 2022

Place: Goa University

Name: Kushwaha Priya Kumari

Roll No.: 2027

CERTIFICATE

COMMSCOPE

COMMSCOPE INDIA PRIVATE LIMITED
Plot No. N-2, Phase IV,
Verna Industrial Estate,
Verna, Salcette, Goa - 403 722, India
T: +91 832 6685200 / 201 / 202
F: +91 832 6685104
www.commscope.com

April 29, 2022

To Whomsoever It May Concern

This is to certify that **Ms. Priya Kushwaha** has completed an Internship from 07-Jan-22 to the 30-Apr-22, at CommScope India Private Ltd., Goa as part of her **Master of Business Administration** course curriculum.

During her internship, she worked with the Human Resource department.

During her tenure with us, she was found to be diligent in carrying out the duties assigned to her by her guide.

We wish her success in all her future endeavors.

For CommScope India Pvt. Ltd

Aaron Lobo,
Manager, HR

ACKNOWLEDGEMENT

On the very outset of this report I would like to express my gratitude to everyone who supported me throughout this course of this MBA project. For their active guidance, help, corporation & encouragement, I am sincerely grateful to them.

I want to thank **CommScope** for giving me the opportunity to follow my Internship at CommScope. I want to thank HR Manager **MR. Aaron Lobo** for allowing me to intern at CommScope India Private Limited.

I am extremely thankful to **Rohit Chodankar** and **Raffiq M V** for their support and constant supervision and guidance's provided to me throughout my internship with advice and feedback despite of their busy schedules.

I am also grateful for having a chance to meet many wonderful people and professionals at CommScope who led me through this internship period.

I am very thankful & pay my gratitude to my faculty **Ms. Priyanka U. Naik** for her valuable guidance and support on completion of this project. I extend my gratitude to **Goa Business School** for giving me this opportunity.

<div align="right">

Thank you

Kushwaha Priya Kumari

</div>

CONTENTS

1. **A brief note on CommScope**

CommScope is an American network based and it's headquarter is located at Hickory North Carolina. It is also located in US & Canada, Asia Pacific, Central & Latin America, China, Europe, Middle East & Africa and India. CommScope design and manufacture network infrastructure products. It has four business segments that are Home network,Broadband network, Venue and campus network and Outdoor wireless network. CommScope combines technical expertise and proprietary technology with global manufacturing capability to provide customers with high performances wired or wireless cabling solution. It also includes an integrated warehouse, distribution andcustomer support center.

CommScope has completed 20 years of manufacturing in India, one of the leading telecom markets in the world. CommScope has operations in nine India locations, including Goa, Ahmedabad, Bangalore, Chennai, Hyderabad, Kolkata, Mumbai, New Delhi and Pune offering technology jobs to 3,400 employees. It has a manufacturingunit in Goa to produce base station antennas, microwave antennas and fiber connectivity.

CommScope has played a role in virtually all the world's best telecommunication networks. They also create infrastructure that connects people and technologies through every evolution. As much as technology changes their goal remains the samethat is to help the customer, innovate, design and build faster and better. CommScopeHolding posted 1.5 percent drop in revenue to $1.12 billion with net income of $34 million in the first quarter of 2018

2. __A brief note on strategic analysis__

2.1 VRIN Analysis:

Resources or Capability	Valuable	Rare	Inimitable	Non-Substitutable	Competitive advantages
Positive Market Reputation	Yes	Yes	Yes	Yes	**Long term competitive advantage**
Research & Development	Yes	Yes	No	Yes	**Temporary advantage**
Customer Rating	Yes	Yes	Yes	Yes	**Sustainable Competitive advantage**
Brand Awareness	Yes	Yes	No	Yes	**Sustainable Competitive advantage**
Global and Local Presence	Yes	Yes	Yes	Yes	**Strong Competitive advantage**
Customer Network and Loyalty	Yes	Yes	No	Yes	**Sustainable Competitive advantage**

2.2 SWOT Analysis of CommScope:

Strengths of CommScope

- Keeping successful track record of new products and innovation

- Highly skilled workforce through effective training and learning programs

- High level of customer satisfaction among the present customer as well as goodbrand equality among the potential customers

- Execution of new projects and generating good returns on capital expenditure

- Strong free cash provide resources directly in the hand of the company toexpand new projects.

- Built a strong culture among distributor and dealers in order to extract themaximum benefits out of the products

- Automation of activities through consistency of quality

- Successful track record of integrating complimentary firms through mergers andacquisitions

Weakness of CommScope

- Organization structure is compatible with current business models hencelimiting expansion in adjacent product segments

- Unable to tackle new entrants resulting in losing small market share in the nichecategories

- Unsuccessful at integrating firms with different work culture

- Lack of investment in new technologies

- Lack of financial planning

- Inventory is higher as compared to its competitors resulting is rise in morecapital which can impact the long term growth of the company.

Opportunities of CommScope

- Decrease in transportation cost can provide with an opportunities either toboost its profits or to gain market share.

- Adoption of new technology standard and government free trade agreementprovides with an opportunity to enter new emerging market

- A new trend in consumer behavior creates market to build revenue streams andalso to diversify new product categories.

- Low inflation rate can bring more stability in the market and can also enablemore credit at lower interest rate.

- New taxation policy can significantly impact the business and can also open new opportunities to increase its profitability

- New technology can provides an opportunity to differentiate pricing strategy inthe new market.

Threats of CommScope

- Rise in raw material can pose a threat to the company profitability

- A sudden change in customer preferences from online channel could be threat tothe existing physical infrastructure

- New technology developed by the competitor or market disruptor could a threatto the company in medium to long term future.

- Limitation of the counterfeit and low quality product is also a threat especially inthe emerging market and low income market.

- Increase in number of direct and indirect competitors can affect the organizationability to sustain and expand the customer base

- Rise in inflation increases the cost the production and affects the business profitability.

2.3 Porter 5 Forces Analysis of CommScope:

<u>Threats of New Entrants</u>

New entrants in telecommunication has bring innovation, different ways of doing things as well as putting pressure through lowering pricing strategy, reducing cost, andproviding new value proposition to the customers. CommScope has managed all its challenges and has built effective barriers to safeguard its competitive edge. It has also been innovating new products and services not only by bring new customers but also giving its old customer a reason to buy its product in the industry. It has also build economics of scale so that it can lower the fixed cost per unit as well as building capabilities and spending more money on research and development. It significantly reduces the extraordinary profit for the new firms and therefore discouraging new players in the industry.

<u>Bargaining Power of Suppliers</u>

All companies in telecommunication industry buy their raw material from numerous suppliers. Suppliers in dominant position can decrease the margin CommScope can earn in the market. The impact of higher supplier bargaining power lowers the overallprofitability for the telecommunication. CommScope has been building efficient supplychain with multiple suppliers as well by experimenting with product designs by using different material so that if the prices go up of one raw material the company can shift to another.

<u>Bargaining Power of Buyers</u>

Buyers often want to buy the best offering by paying the minimum price. This put pressure on CommScope profitability in the long run. More the smaller and powerful customer base there will be higher bargaining powers of the customers and higher theirability to seek increasing discounts and offers. CommScope has been building a larger customer base. This will not only reduce the bargaining power of the buyers but it will also provide an opportunity to the firm to streamline its sales and production process.

Threats of Substitute Goods

When new good meets a similar customer need in a different way it affects the profitability of the industry and threats of substitute can be high if it offers a valueproposition that is uniquely different from the present offerings of the industry.

CommScope can be more services oriented rather than just being product oriented as well as by understanding its core need of the customer rather than what the customer is buying and also increasing the switching cost for the customers.

Rivalry among the Existing Competitors

When the rivalry among the existing players in an industry is intense it drives down theoverall profitability of the industry. CommScope operates in a very competitive telecommunication industry. This competition often takes toll on the overall long term profitability of the organization. CommScope has been building a sustainable differentiation as well as collaborating with its competitors to increase the market size rather than just competing with small market.

2.4 PESTLE analysis:

Political

As CommScope is present in different countries each country has its own political stability. High stability provides a stable and friendly business environment with predictable market growth trends whereas instabilities in the global political environment can affect the industry growth and limit the opportunities. CommScope should carefully analyze the protests by pressure groups, social environment activists and worker unions as such protests play an important role in policy making process aswell as close collaboration with such group will enhances the CommScope ability to collaborate with community and achieve long term goals.

Economical

Growing economics offer wide range of growth opportunities to the CommScope however is can also be influenced by the extent to which the host country government can spent on core infrastructure development. CommScope should carefully analyze theavailability of skilled human capital as a shortage of skilled labor can affect business efficiency and make talent attraction and retention more challenging. CommScope are also influenced by the financial market efficiency as operating in highly efficient financial market leads towards improved liquidity position and strengthened the abilityto new into a new markets.

Social

The demographic characteristic of CommScope can help in choosing right market segments with high growth potential. CommScope should understand the people's general attitude towards migration as it can influences the business and marketing strategies firm ability to bring international managers to host country. CommScope should also develop local teams and local partnerships for understanding the societal attitudes and norms to tailor marketing strategies according to unique cultural context.

Technology

CommScope can leverage the opportunities offered by social media marketing to improve business performances as new technological trends can be used to start creative social media campaigns for developing online brand communities. It can alsoincrease the market share by focusing on emerging technological innovations. CommScope should also need to consider the investment made by competitors on a Micro and macro level as to understand how new technologies influences the firms value chain and prevailing cost structure.

Legal

CommScope must follow the employee health and safety laws as some countries have strict regulations to ensure labor safety. Intellectual property regulations are designedto protect the company's patents and valuable ideas. Inability to protect intellectual property rights can results in losing competitive advantage which may weaken the positioning of CommScope against others market players.

<u>Environmental</u>

Some countries offer subsidies for encouraging investment in renewable technologies. CommScope can benefit from it and invest in renewable technologies to ensure long terms sustainability. This investment can increase stakeholder satisfaction and expandthe customer base due to enhanced brand image. Growing trend towards the use of green ecofriendly products can give CommScope the opportunity to adopt green business practices to win the trust of stakeholders. CommScope need to priorities andfocus on marketing the eco-friendly products over customary value propositions.

3. **Project Questions**

➢ What is the main cause of Employee Attrition at CommScope?
➢ What action can be taken to reduce employee attrition?

4. **Literature Review**

(Extension, Sociology, and Entomology 2012) conducted a research on Attrition Management and found out that attrition is one of the problems which many organizations are facing today. Researcher says that attrition can be reduce by picking up the dedication and devotion from workers and also by creating anticipation or preventing strategies such as top to bottom selection process or exit interview. Researcher add one more point by sayingthat when attrition is suspected inside an organization an exact measures of past and attrition happen and the cost related with turnover must be analyzed.

(Jha and Singhal 2014)"A recent study on attrition trends and retention practices in India: Issue and Implication" identifies that organizations planning should give a close attention to why attrition is occurring and also say that to ignore why people are leaving the organization is to ignore the organization greatest assets that it its own people. Organization should createan environment that not only foster ample of growth opportunities but also appreciate its people for the work accomplished and build a friendly corporative atmosphere which will make employee feel connected towards every aspect of organization.

(Dr.B.Latha Lavanya 2017) says that industries should reduce attrition by creating various growth opportunities to their employees within the organization as well as by adopting new innovative

technologies and some effective training programs. Organization 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. Organization main aim is to earn profit butto attain maximum profit the organization should concentrate more on their employees and the ways which will help them to retain their employees for long run. To reduce the employee turnover rate the company need to concentrate more towards the working condition and safety measures which will also lead organization to retain its employees.

(Krishna Priya and Harasudha 2017) found out that every organization needto build their own motivation system like reward and recognition programs based on employee perspective and need in order to retain them for longer tenure. Employees need manageable work load and stress from superiors and managements and also opportunities for growth and innovation. Different training programs can also be conducted to enhance employee's skill and abilities which can lead to promotion and employee engagements as well asproviding employee with good income. Organization can reduces employee attrition to certain extent by offering different benefits, opportunities but cannot eradicate complete due to employee's individual's needs.

5. <u>Project Objectives</u>

➢ To examines the reasons for attrition among employees.

➢ To know the satisfactory level of employees towards their job and working condition.

➢ To find out ways to reduce employee attrition and help organization to retainits employees.

6. <u>Project Methodology</u>

Employee attrition rate is increasing day by day as many employees leave their job to seek opportunity which will help them to develop skills, gain better growth opportunity. After having insight of CommScope and from the data gathered through organization I came to a conclusion to identify the main cause of employee attrition and to find out ways how organization can reduce its attrition and retain itsemployee. I have selected 100 respondents who have resigned from the organization.Since the employee had already resigned from the

9

organization it was impossible to conducted personal interview hence I decided to conduct telephonic interview based on the questionnaire prepared on employee attrition. Questionnaire was prepared in such a manner which would help to identify what is the main cause for attrition and also suggest actions that could be taken to reduce employee attrition.

The sources of data collection were primary and secondary data. The primary data was collected through structure questionnaire which include multiple choice questions, open ended and closed ended questions. Whereas secondary data was collected through resigned employee data and other relevant data which was provided by the organization . The questionnaire consist to 14 question under which question number 8 carriers 17 statements and the respondent have to mark every statement on the 4 point scale which are Strongly Agree, Agree, Disagree, andStrongly Disagree. The data is presented through bar graph, pic chart, etc. for better understanding.

7. <u>Project Data Analysis</u>

TABLE 7.1: DEPARTMENT WISE CLASSIFICATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Enterprise Operations	45	45%
2	Base Station Antenna	33	33%
3	Filters	2	2%
4	DBU-Warehouse	14	14%
5	DBU Packing	3	3%
6	Valuline	3	3%
	Total	100	100%

INTERPETATION:

From the above table it demonstrates that majority of employees who left the organization where from Enterprise operation department with 45% followed by Base Station Antenna department with 33% then DBU-Warehouse department with 14%, 3% from DBU Packing department, 3% from Valuline department and 2% from Filters department.
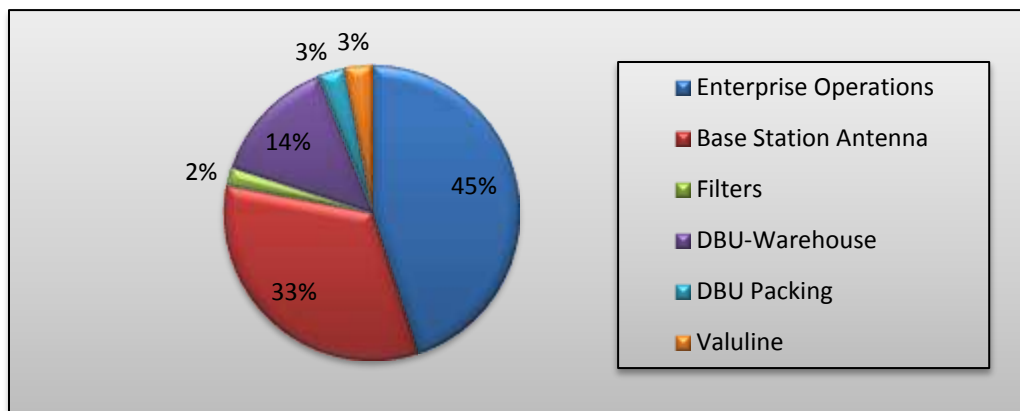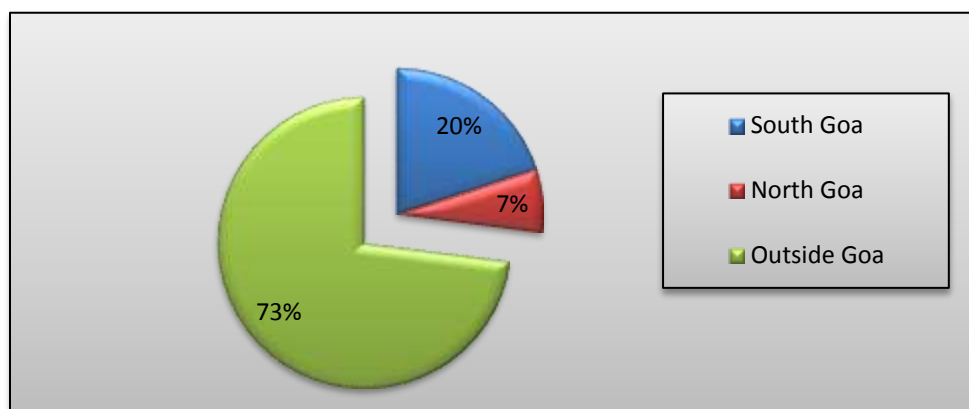
TABLE 7.2: ADDRESS WISE CLASSIFICATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	South Goa	20	20%
2	North Goa	7	7%
3	Outside Goa	73	73%
	Total	100	100%

INTERPETATION:

From the above table it was inferred that 20% employees are from South Goa whereas 7% employees where from North Goa and rest 73% employees where from outside Goa.

73% employees who were from outside Goa where from the states like Assam, Bihar, Jharkhand, Karnataka, Madhya Pradesh, Maharashtra, Odisha, Rajasthan, Tripura, Uttar Pradesh and West Bengal.
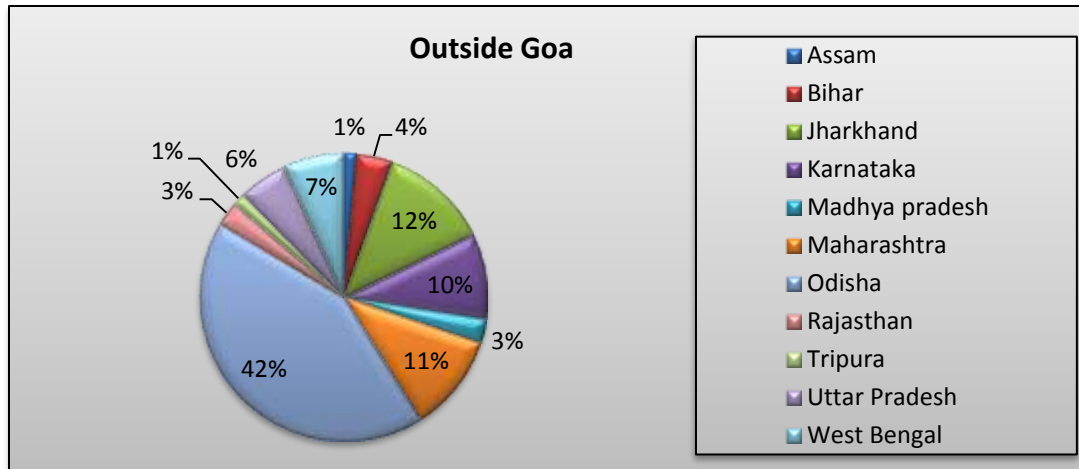
Outside Goa

- Assam
- Bihar
- Jharkhand
- Karnataka
- Madhya pradesh
- Maharashtra
- Odisha
- Rajasthan
- Tripura
- Uttar Pradesh
- West Bengal

TABLE 7.3: GENDER WISE CLASSIFICATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Male	100	100%
2	Female	0	0%
	Total	100	100%

INTERPETATION:

From the above table it demonstrates that 100% employees are Male.
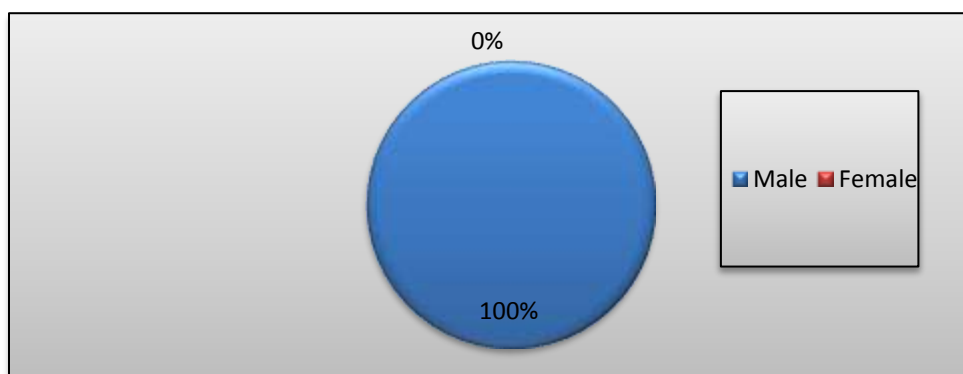
TABLE 7.4: AGE WISE CLASSIFICATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	18 years-25 years	64	64%
2	25 years-35 years	34	34%
3	35 years-45 years	2	2%
4	Above 45 years	0	0%
	Total	100	100%

INTERPETATION:

From the above table the majority 64% of the employees are found in between 18 years to 25 years of the age group and followed by 34% in between 25 years to 35 years of age group and remaining 2% from 35 years to 45 years of the age group.
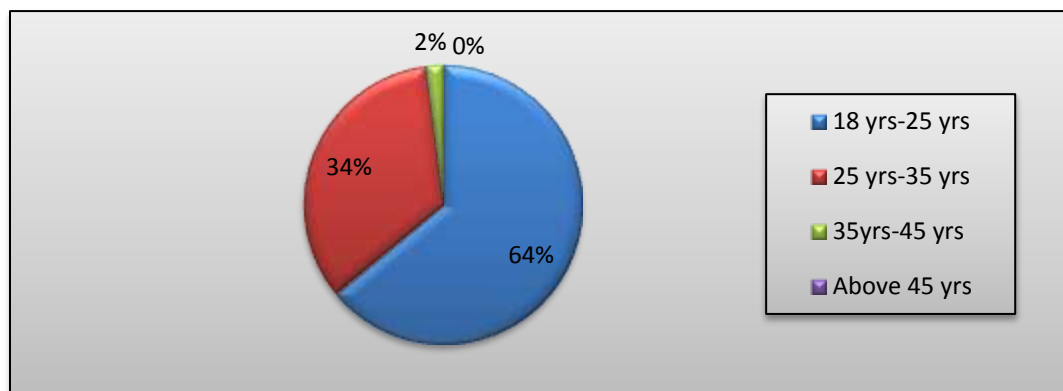

TABLE 7.5: QUALIFICATION WISE CLASSIFICATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Higher Secondary	24	24%
2	Diploma	19	19%
3	Under Graduate	8	8%
4	Post Graduate	0	0%
5	Others	49	49%

	Total	100	100%

INTERPETATION:

Above table shows that 24% of the employees where educated to higher secondary, 19% of employees where educated to diploma, 8% employees were educated to under graduate and 49% of the employees where educated to others has been founded.
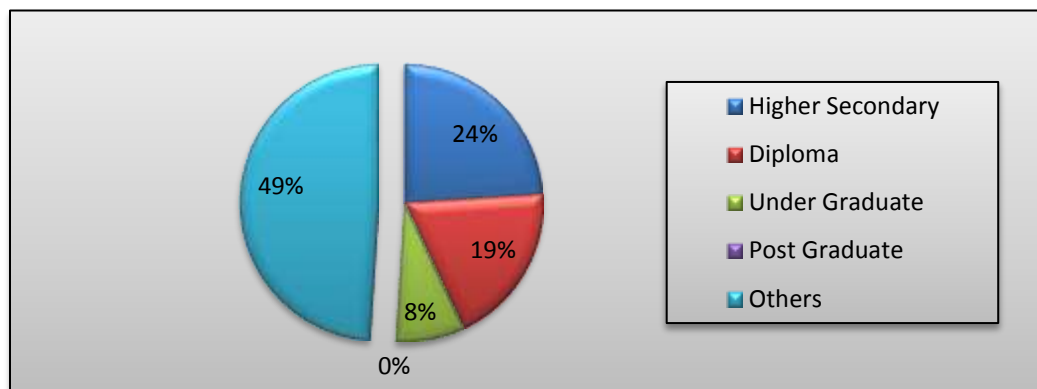
Other 49% of employees who were educated where from 10 ITI, 12 ITI, Engineering and ITI
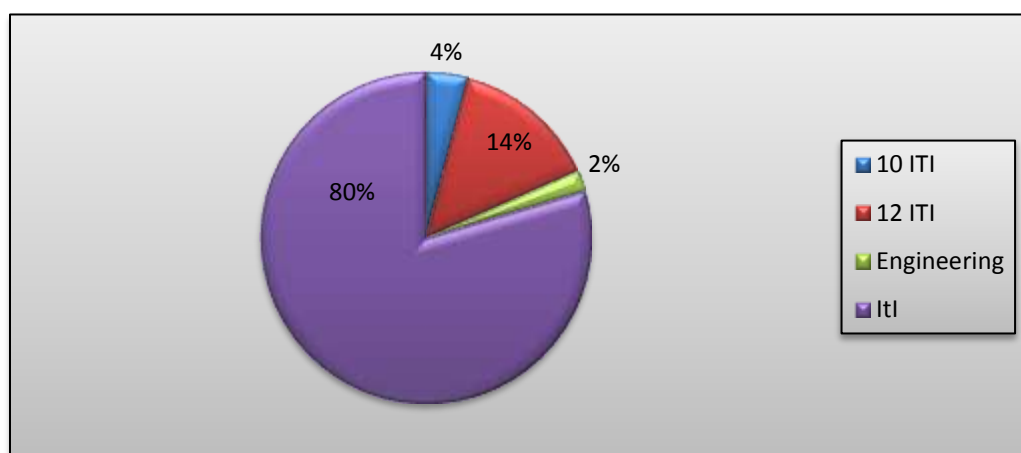
TABLE 7.6: REASON FOR LEAVING THE JOB

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Salary	0	0%
2	Low Career Opportunity	21	21%
3	Working Condition	5	5%
4	Domestic Problem	54	54%
5	Others	20	20%
	Total	100	100%

INTERPETATION:

Above mention table shows the responds of the employees for the reason for leaving their job were 21% employees left the organization because of low career opportunity which includes components like getting new jobs, getting Governments job and Going aboard whereas 5% employees left the organization for working condition like shift timing, sometimes too much work pressure. 54% of employees left the organization for Domestic problem like Family issue, family functions, settling to village town, health issues etc. and rest 20% of employees left the organization for other reasons like further studies, exams, joining friends business.
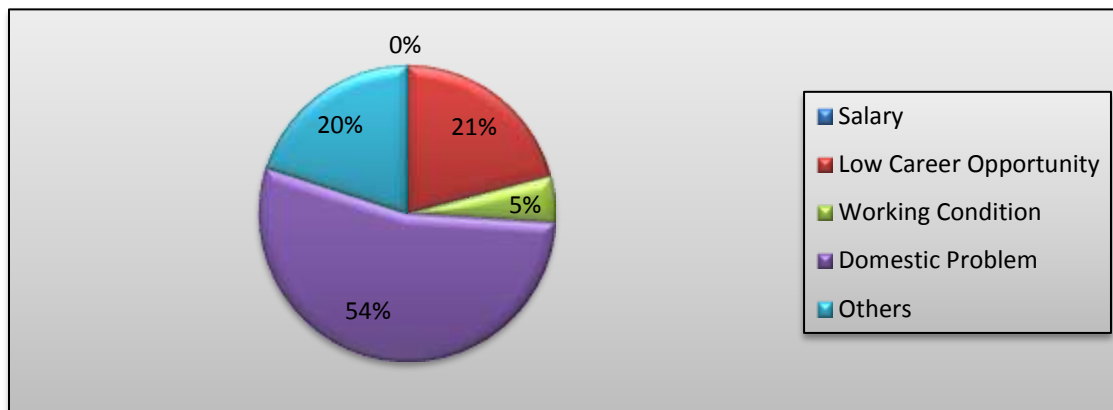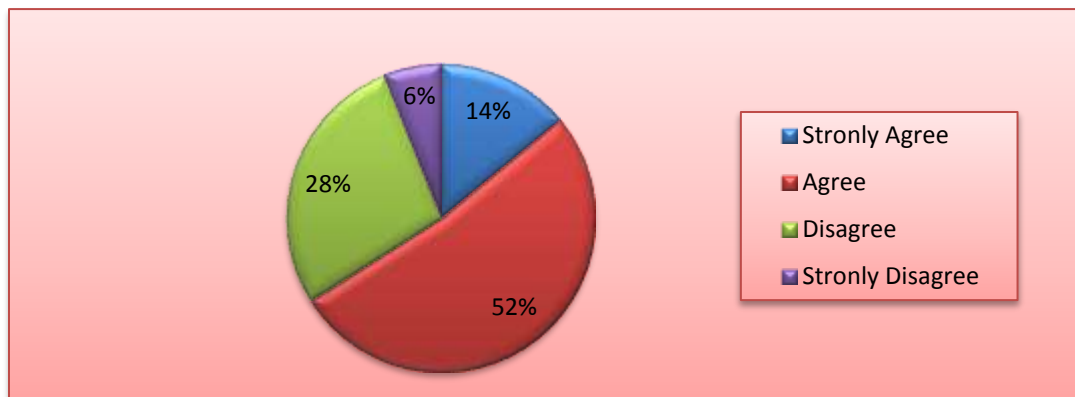
7.6.1 PROVIDED ENOUGH CAREER OPPORTUNITY

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	14	14%
2	Agree	52	52%
3	Disagree	28	28%
4	Strongly Disagree	6	6%
	Total	100	100%

INTERPETATION:

From the above table 14% employees strongly agree that they have been provided enough career opportunity whereas 52% employees agree that there were enough career opportunity, 28% of employees disagree at they have been provided enough career opportunity and 6% of employees are strongly disagree has been founded.
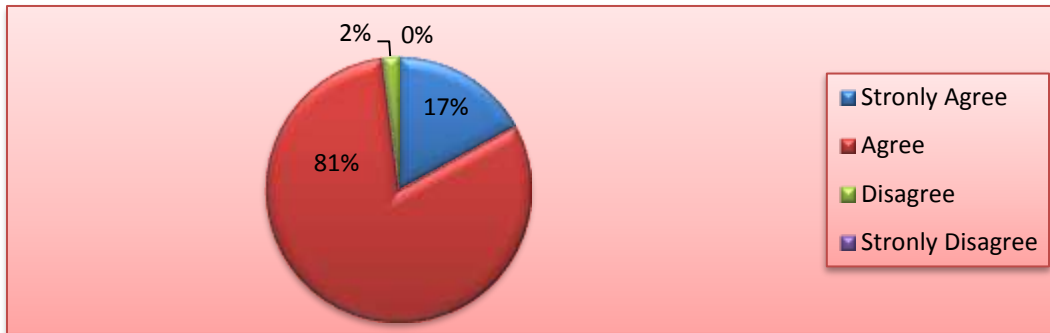

7.6.2 OPPORTUNITIES FOR DEVELOPMENT THROUGH TRAINING

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	17	17%
2	Agree	81	81%
3	Disagree	2	2%
4	Strongly Disagree	0	0%
	Total	100	100%

17

INTERPETATION:

The above tables comes under the category 0f 81% of the employee are agree that there were opportunities for development through training, 17% of employees strongly agree and rest 2% of employees disagree with the opportunities for development through training.


7.6.3 TRAINING HELPED TO IMPROVE   WORK EFFICIENCY

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	2	2%
2	Agree	96	96%
3	Disagree	2	2%
4	Strongly Disagree	0	0%
	Total	100	100%

 INTERPETATION:

From the above table 96% of the employees agree that training helped them to improve their work efficiency, 2 % of the employees strongly agree that training helped to improves work   efficiency whereas 2% of employees disagree that training helped them to improve their work efficiency.

2% 0% 2%

96%

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
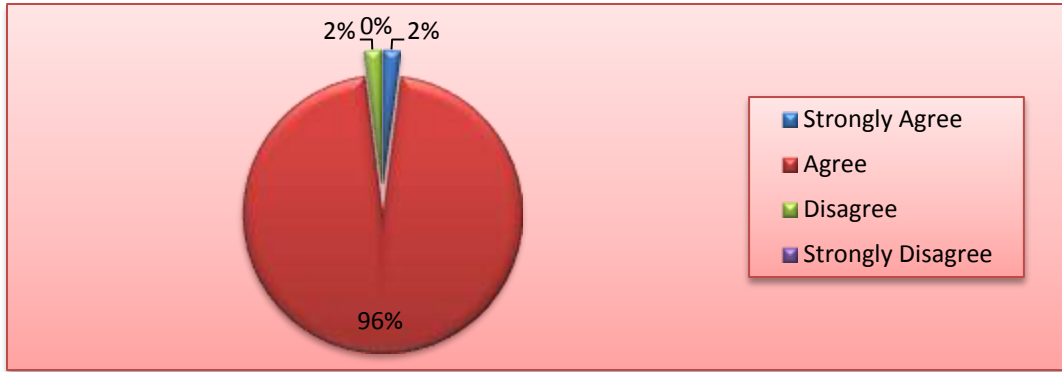
7.6.4 TRAINING AND DEVELOPMENT WERE ADEQUATE TO MEET GOALS

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	4	4%
2	Agree	81	81%
3	Disagree	12	12%
4	Strongly Disagree	3	3%
	Total	100	100%

INTERPETATION:

81% of employees agree that training and development were adequate to meet their goals, 4% employees strongly agree whereas 12% of employees disagree with the training and development were adequate to meet goals and rest 3% employees strongly disagree has been founded.
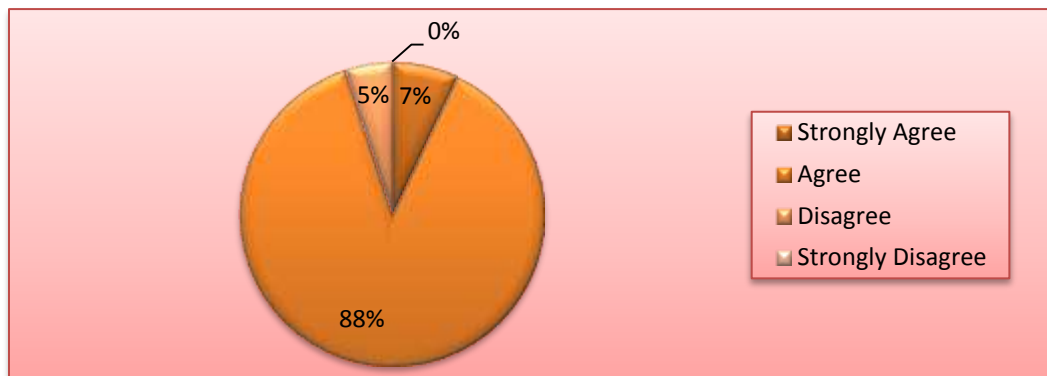

3% 4%

12%

81%

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
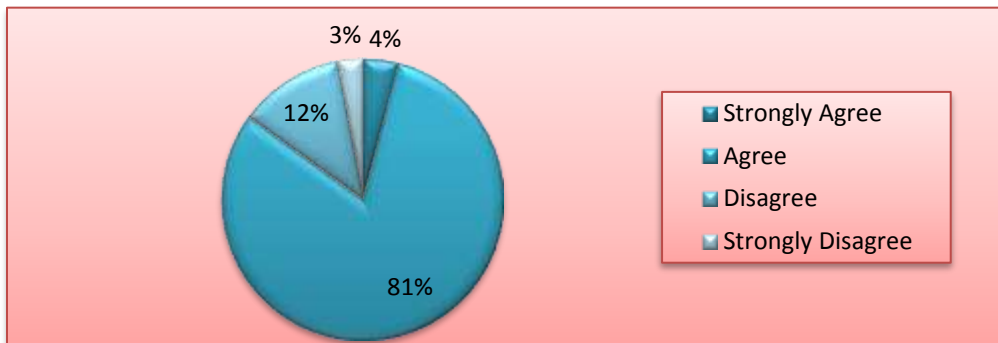
7.6.5: SATISFIED WITH THE EXISTING WORK ENVIRONMENT

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	7	7%
2	Agree	88	88%
3	Disagree	5	5%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

From the above table 7% of employees strongly agree that they are satisfied with the existing work environment where 88% employees agree that they are satisfied with the existing working environment and 5% disagree and are not satisfied with the existing work environment.
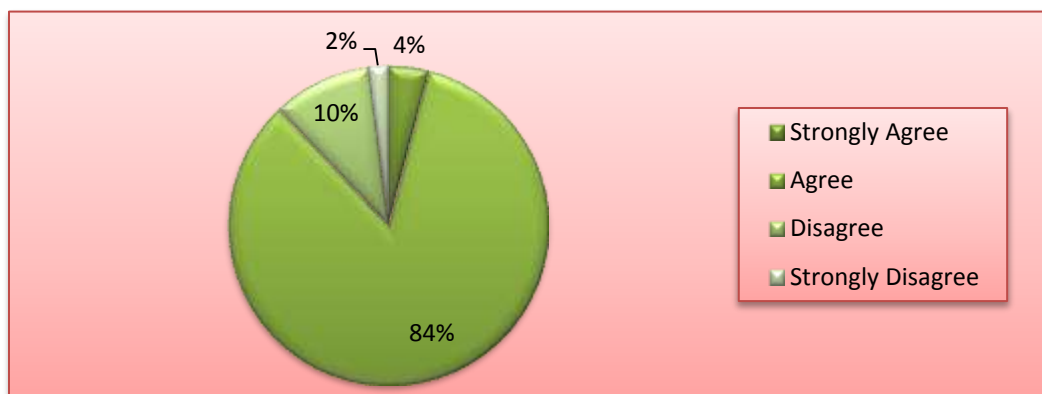

7.6.6: SATISFIED WITH THE COMPENSATION AND DIFFERENT BENEFITS OFFERED

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	4	4%
2	Agree	84	84%
3	Disagree	10	10%
4	Strongly Disagree	2	2%
	Total	100	100%

INTERPETATION:

Above table demonstrates that majority 84% of employees agree that they are satisfied with the compensation and different benefits offered by the organization. Compensation and different benefits includes like monetary benefits, food, transportation benefits which is offered by the organization. 4% employees strongly agree that they are satisfied with compensation and other benefits. 10% of employees disagree and remaining 2% of employees strongly disagree that they were satisfied with the compensation and benefits offered by the organization.
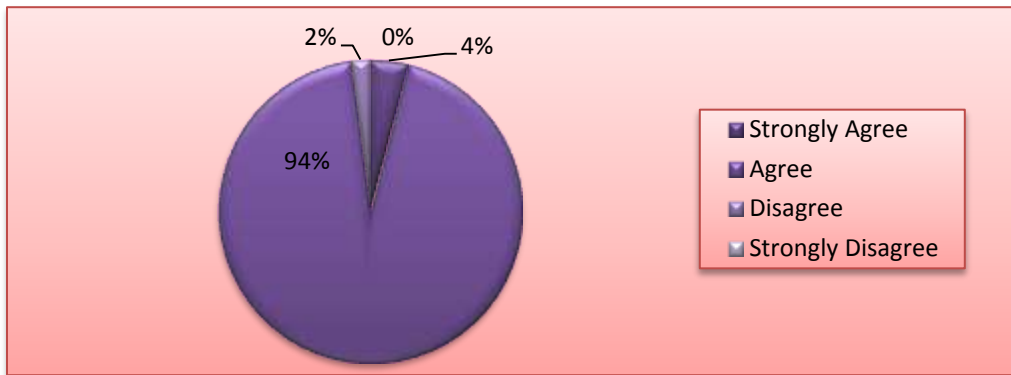

7.6.7: SATISFIED WITH THE WELFARE FACILITIES OFFERED

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	4	4%
2	Agree	94	94%
3	Disagree	2	2%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

Welfare facilities includes like doctor facilities, organizing of health checkup, eye checkup, dental checkup campaigns. Above table shows that 94% of employees agree that they are satisfied with the welfare facilities offered by the organization. 4% employee strongly agrees and 2% disagree and not satisfied   with the welfare facilities offered by the organization.

7.6.8: ORGANIZATION FOLLOWS FLEXIBLE WORK SCHEDULE

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	10	10%
2	Agree	78	78%
3	Disagree	12	12%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

From the above table 10% of the employees strongly agree that the organization follows flexible work schedule, 78% of employees agree that organization followed flexible work schedule and rest 12% of employees disagree that organization follows flexible work schedule.
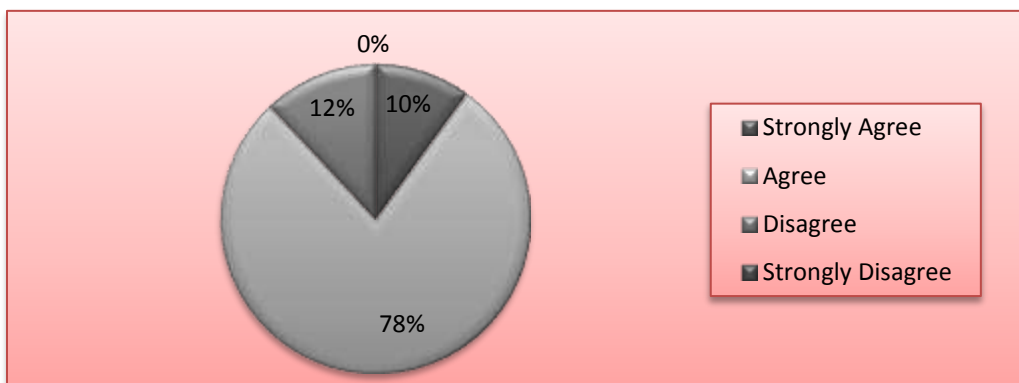
7.6.9: DEMANDED TO WORK MORE THAN WHAT WAS REQUIRED

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	4	4%
2	Agree	8	8%
3	Disagree	71	71%
4	Strongly Disagree	17	17%
	Total	100	100%

INTERPETATION:

Above table demonstrate that 71% of employees disagree that they were demand to work more than what was required whereas 17% of employees strongly disagree. 8% of employees agree that they were demand to work more than what was required and 4% of employees strongly agreed that they were demand to work more than what was required.
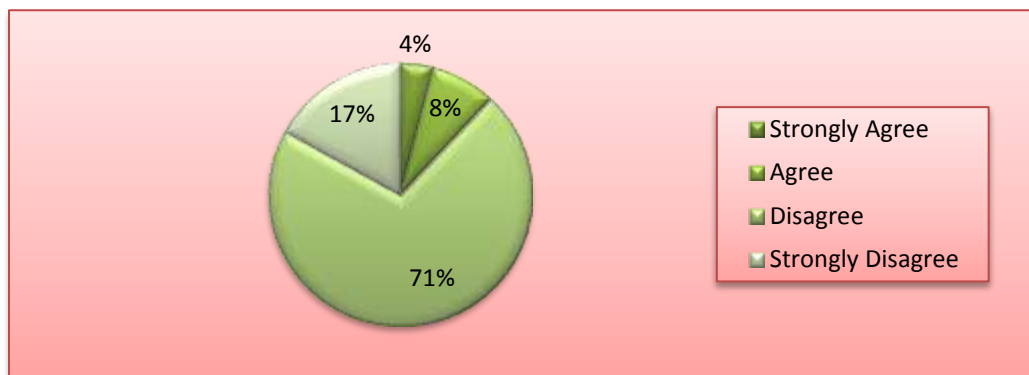

7.6.10: ENOUGH RECOGNITION FOR THE WORKCONTRIBUTION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	11	11%
2	Agree	74	74%
3	Disagree	15	15%
4	Strongly Disagree	0	0%

	Total	100	100%

INTERPETATION:

Above mention table demonstrate that 11% of employee strongly agrees that received enough recognition for the work contribution whereas 74% of employees agree and 15% of employees disagree that they didn't received enough recognition work contribution.
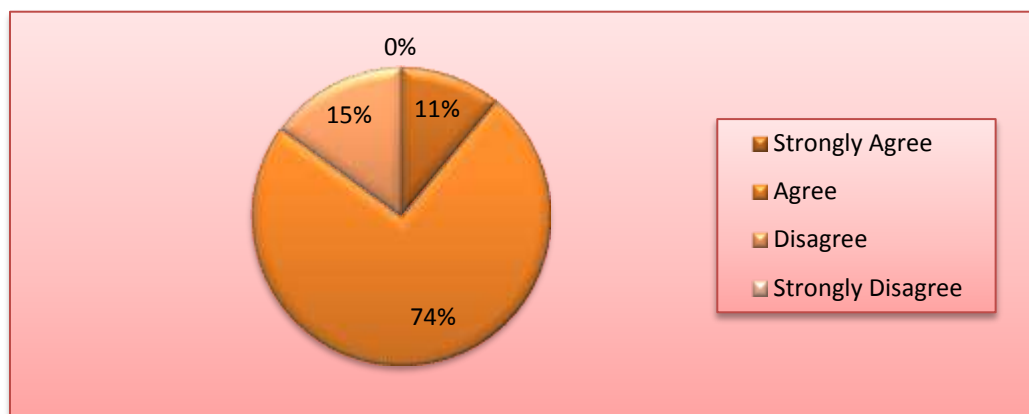

7.6.11: FACED DIFFICULTIES IN BALANCING PERSONAL LIFE AND WORK LIFE

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	1	1%
2	Agree	3	3%
3	Disagree	78	78%
4	Strongly Disagree	18	18%
	Total	100	100%

INTERPETATION:

From the above table 78% of employees disagree that they faced difficulties in balancing personal life and work life whereas 18% of employees strongly disagree in that they faced difficulties in balancing personal life and work like. 3% of employees agree that they faced difficulties in balancing personal life and work life and rest 1% employees strongly agree has been founded.
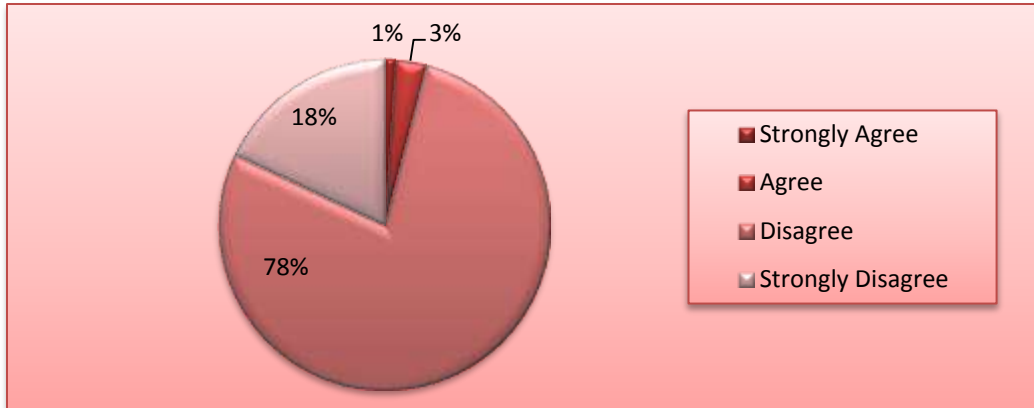
7.6.12: SMOOTH COMMUNICATION BETWEEN HIGHER AND LOWER AUTHORITIES

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	4	4%
2	Agree	93	93%
3	Disagree	3	3%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

93% of employees agree that they had smooth communication between higher and lower authorities whereas 4% of employees strongly agree and rest 3% of employees disagree that they had smooth communication between higher and lower authorities.
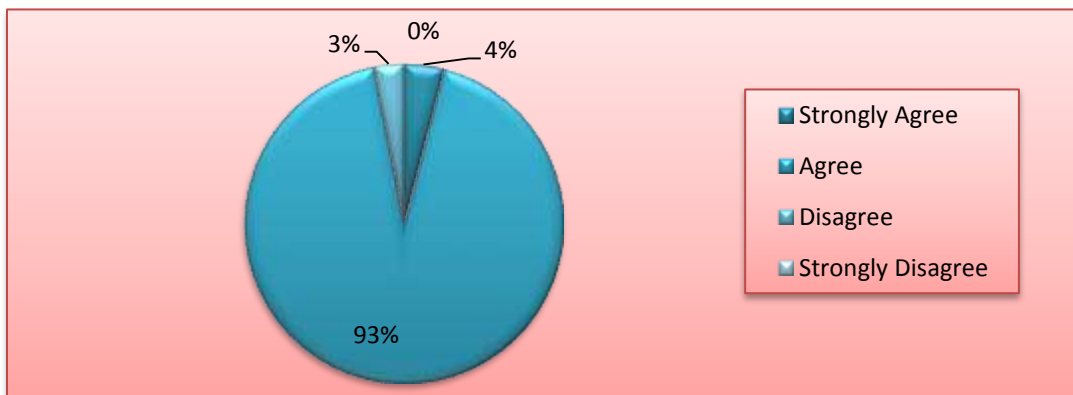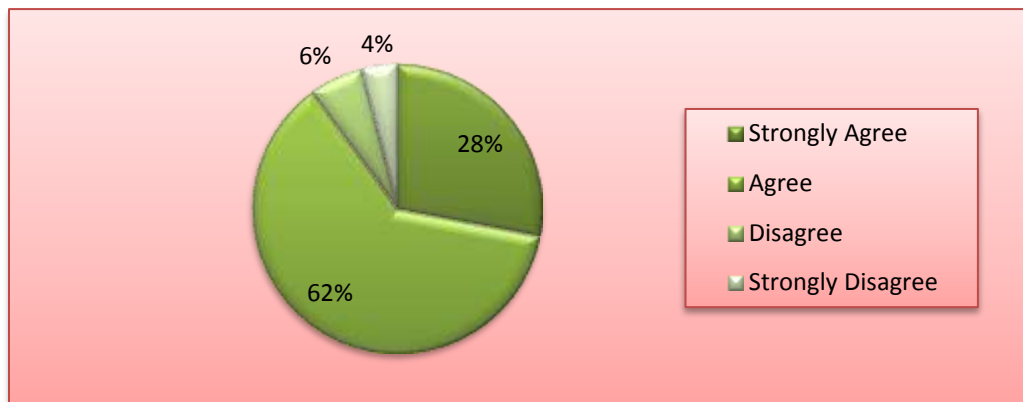
7.6.13: GOOD RELATION WITH THE SUPERVISOR

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	28	28%
2	Agree	62	62%
3	Disagree	6	6%
4	Strongly Disagree	4	4%
	Total	100	100%

INTERPETATION:

From the above table it shows that 62% of employees agree that they have good relation with the supervisor, 28% of employees strongly agree, 6% of disagree and remaining 4% strongly disagree that they had good relation with the supervisor.

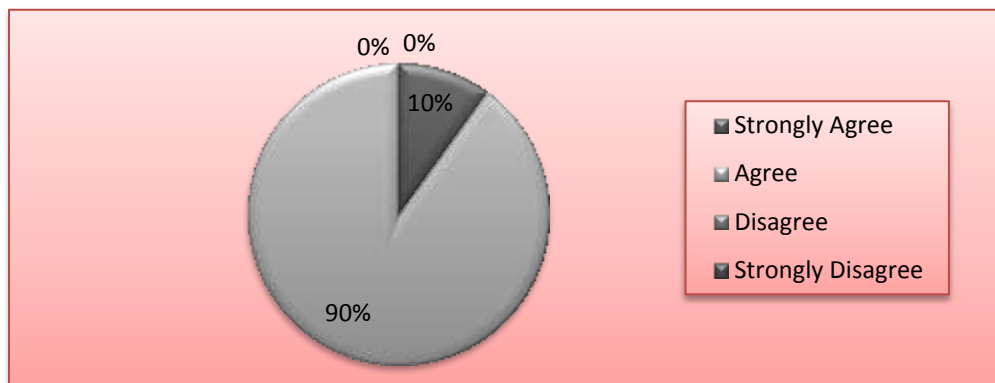7.6.14: GOOD RELATION WITH THE EMPLOYEES

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	10	10%
2	Agree	90	90%
3	Disagree	0	0%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

Above tables shows that 90% of employees agree that they had good relation with the employees working and rest 10% of employee strongly agree that they had good relation with other employees.


7.6.15: SUPERVISOR PROVIDE SUFFICIENT INFORMATION RELATED TO MY WORK

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	1	1%
2	Agree	96	96%
3	Disagree	3	3%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

From the above table it shows that 96% of employees agree that supervisor provided them sufficient information related to work, 1% of employees strongly agreed and rest 3% of employees disagree that supervisor provided them sufficient information related to work.
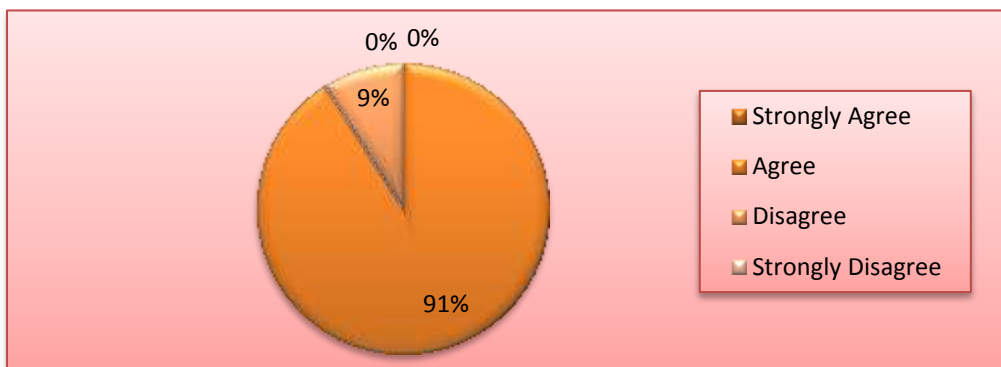
3% 1% 0%

96%

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
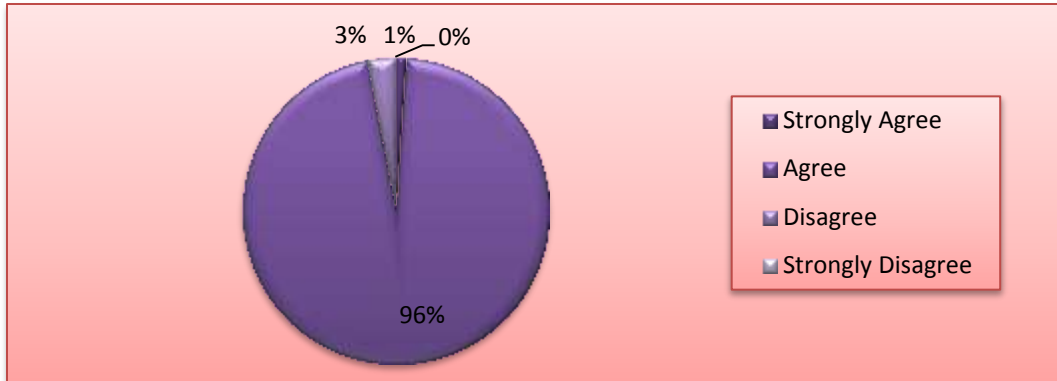
7.6.16: SATISFIED WITH THE POLICY OF THE ORGANIZATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	0	0%
2	Agree	91	91%
3	Disagree	9	9%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

From the above table it demonstrates that 91% of employees agree and are satisfied with the policy of the organization and 9% of employees disagree and are not satisfied with the policy of the organization.

0% 0%

9%

91%

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

7.6.17: SATISFIED WITH THE GRIEVANCES SETTLEMENT SYSTEM

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Strongly Agree	1	1%
2	Agree	99	99%
3	Disagree	0	0%
4	Strongly Disagree	0	0%
	Total	100	100%

INTERPETATION:

From the above table 99% of employee agrees that they are satisfied with the grievances settlements system and rest 1% strongly agree that they are satisfied with the grievances settlement system.
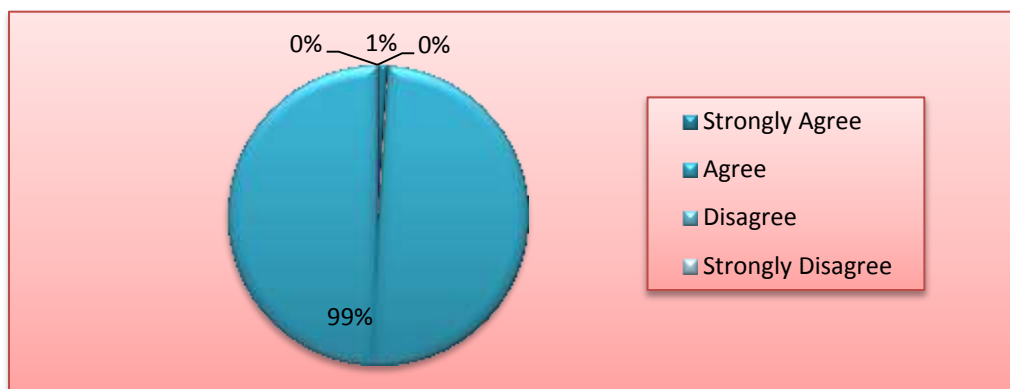

TABLE 7.7: COMPLETED EXITED FORMALITIES BEFORE LEAVING THE ORGANIZATION

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Yes	62	62%
2	No	38	38%
	Total	100	100%

INTERPETATION:

From the above table shows that a large majority of employees that is 62% of employees said Yes that they have completed the exit formalities before leaving the organization whereas 38% of employees said

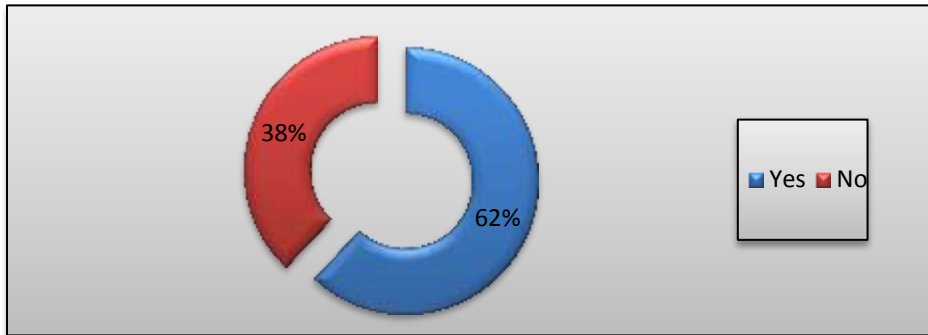No and have not completed the exit formalities before leaving the organization.

TABLE 7.8: SERVED 15 DAYS NOTICES PERIOD

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Yes	58	58%
2	No	42	42%
	Total	100	100%

INTERPETATION:

Above table demonstrates that 58% of employees said Yes that they served 15 days noticed period before leaving the organization whereas rest 42% of employees said No and didn't served noticed period before leaving the organization.
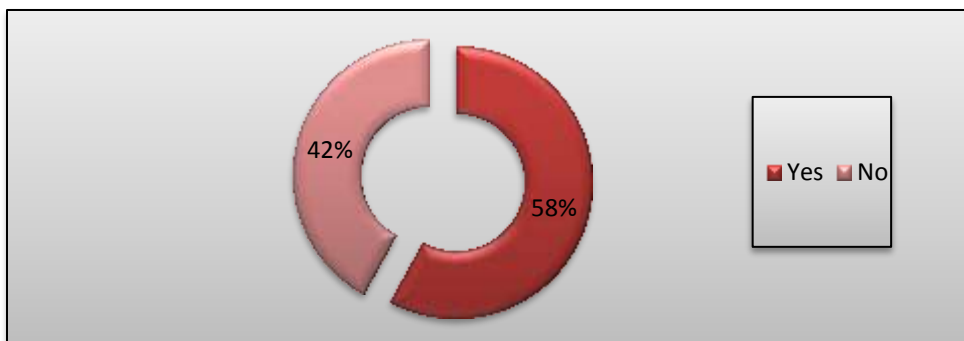
TABLE 7.9: COVID PANDEMIC HAD AN IMPACT ON EMPLOYEE ATTRITION?

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Yes	11	11%
2	No	89	89%
	Total	100	100%

INTERPETATION:

The table's shows that 11% of employees said Yes that Covid pandemic had an impact on employee attrition and remaining 89% of employees said No that's is Covid pandemic had no impact on employee attrition.
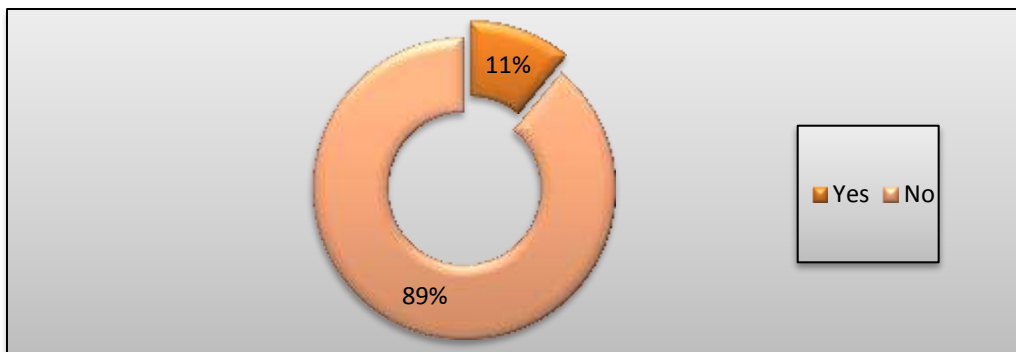

TABLE 7.10: ORGANIZATION FOLLOWED PROPER GUIDELINES AND SAFETY PRECAUTIONS DURING COVID   PANDEMIC?

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Yes	100	100%
2	No	0	0%
	Total	100	100%

INTERPETATION:

Above tables shows that all 100% employees said Yes that organization followed proper guidelines and safety precaution during Covid pandemic.
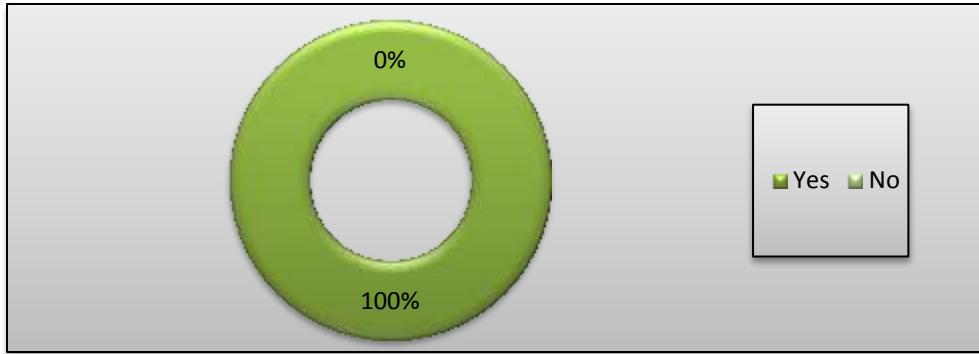
TABLE 7.11: RECEIVED ANY SUPPORT DURING COVID PANDEMIC?

S.NO	PARTICULARS	NO. OF RESPONDENTS	IN PERCENTAGE
1	Yes	49	49%
2	No	51	51%
	Total	100	100%

INTERPETATION:

The above table demonstrated that 49% of employees said Yes that they received support from organization during Covid pandemic. During Covid pandemic the organization was giving 2000 extra salary to their employees whereas rest 51% of employees said No that they didn't received any support from the organization during Covid pandemic.
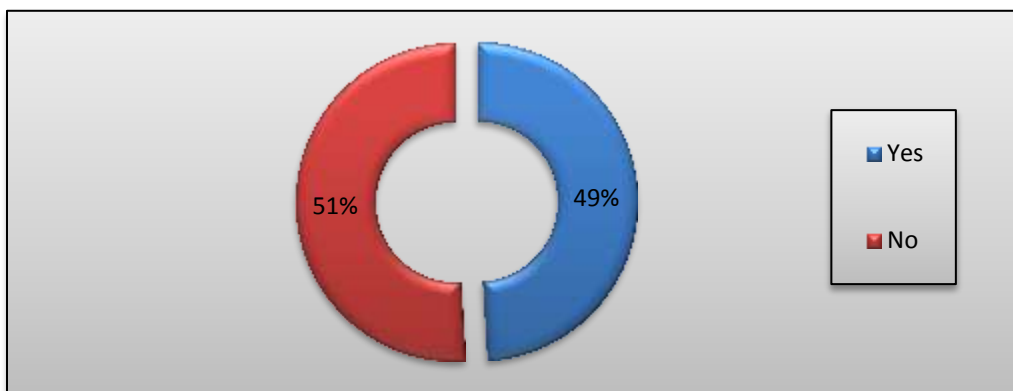
8. <u>Project Data Findings</u>

From the data collected and analyzed following are the finding below:

➢ 73% of employee's who left the organization where from outside Goa.

➢ Although salary is important but is not the most important reason for employee's attrition in the organization and some employees demanded that there should be increased in salary.

➢ Almost 54% of employees left the organization because of their domestic problems.

➢ 52% of employees agreed that they were enough career opportunity in the organization but company should hire more employees for 3 years apprenticeship program.

➢ Above 96% of employees agreed that training helped them to improve their work efficiency.

➢ Most of the employees were satisfied with the compensation and other benefits which was offered but wanted improvement in food quality.

➢ Employees also expressed their desire that shift timing should remain same specially the night shift timing.

➢ It was also founded that some employees where often demanded to work more than what was required too much of work pressure and for some employees the relationship with the supervisor was not very supportive.

➢ From above interpretation it was found that 91% of employees agreed that they were satisfied with the policy of the organization whereas 9% of employees disagreed with the policy and suggested that organization should not remove their employees if they are absent for 3 days for more.

➢ 93% of employees agreed that they had smooth commination relation with higher and lower authorities

➢ Overall it was founded that there was positive relationship between the supervisor and employees and as well as between employees and employees at work place,

➢ They was also positive relationship between work environments, work life balances and received enough recognition for the work contribution.

9. <u>Project Conclusion</u>

The internship program at CommScope found to be very effective. The study on employee attrition analysis highlighted so many factors which will help the employees. The study not only helped in finding out the most important reason for employees attrition in the organization but it also brought out various concerns which employees faces. The study also helped in understanding the relative importance of various factors responsible for employee attrition and also revealed that apart from domestic problem career opportunity for development is most important for the employees in the organization.

Today employees seek more for monetary compensation. Based on the survey conducted in the organization it revealed that opportunity for development, relationship with supervisor is important reason for employee attrition. Although it was founded that no employees left the organization because of low salary but few employee have demand for increment in salary. Salary is also important and it needs to be competitive with the markets rates.

The study was conducted among 100 employees and collected information through structured questionnaire and the project was carried out in a good manner. The main objective of this project is to suggest ways to reduce attrition at CommScope so that employees are better equipped to do their job and employees should also be satisfied with the career development opportunity at CommScope.

10. <u>Recommendation to the Company</u>

➢ Organization induction process needs to be more effective and interesting and providing clear information about the policy and producer of the organization.

➢ The organization should maintained the level of work load and try to avoid too much of work pressure on employees.

➢ Organization should also work towards creating more career opportunities and hire more employees for 3 year apprenticeship program.

➢ Based on employees performances organization should revise 1 year employee's contract and if their performances is best and as per organization requirement they can be hired for 3 year programs.

➢ Organization should provide proper work schedule for employees and try to keep the shift timing same.

➢ The training provided by the organization must be useful to the employees with latest techniques and practices.

➢ Employees performances should be monitored and online personal assessment should be provided.

➢ Organization should also focus more on quality rather than quantity and also try to improve food quality.

➢ Organization should create feedback forms, opinion surveys, employee's suggestion box or employee's suggestion committee.

11. Learning Derived

Being a part of CommScope I have learned a lot, some of learning is as follows:

➢ Arranging the exit files of the employees who have left the organization

➢ Arranging and sending files to CMM warehouse

➢ Help in coordinating and conducting Apprentices Interview

➢ Coordinating A grade employee's interviews

➢ Doing B grade employees PF E-Nomination

➢ Understanding about PF new registration, PF withdrawal, PF transfer, and ESIC Registration.

35

12. <u>References</u>

> Dr.B.Latha Lavanya. 2017. "A Study on Employee Attrition: Inevitable yet Manageable." *International Journal of Business and Management Invention ISSN* 6(9): 38–50. www.ijbmi.org.

> Extension, Agricultural, Rural Sociology, and Agricultural Entomology. 2012. "An Empirical Study On." 3(1): 61–65.

> Jha, Sushmita, and Ajai Kumar Singhal. 2014. "A Recent Study on Attrition Trends and Retention Practices in India: Issues and Implications." *International Journal of Human Resource Management and Research (IJHRMR) ISSN(P* 4(2): 47–58. www.tjprc.org.

> Krishna Priya, V., and H. Hari Harasudha. 2017. "A Study on Employee Attrition with Reference to Lanson Toyota, Chennai." *Man in India* 97(22): 115–24.

> Employee Attrition Retrieved March 14, 2022, from https://www-skeeled-com.cdn.ampproject.org/v/s/www.skeeled.com/blog/what-is-an-employee-attrition-rate-and-why-it-matters?amp_js_v=a6&amp_gsa=1&hs_amp=true&usqp=mq331AQKKAFQArABIIACAw%3D%3D#aoh=16472299451160&referrer=https%3A%2F%2Fwww.google.com&amp_tf=From%20%251%24s&ampshare=https%3A%2F%2Fwww.skeeled.com%2Fblog%2Fwhat-is-an-employee-attrition-rate-and-why-it-matters

> Determining factor Retrieved March 14, 2022 https://www.ijert.org/study-on-the-most-determining-factor-of-employee-attrition-ie-age-factor

> Employee attrition question Retrieved March 15, 2022 from https://www.scribd.com/document/216312433/questionnaire-on-employee-attrition

> CommScope Retrieved 30th January https://www.referenceforbusiness.com/history2/30/CommScope-Inc.html

Annexure

1 Department: _____

2. Contact number: _____

3. Permanent resident address:

☐ South Goa

☐ North Goa

☐ Outside Goa (specify) _____

4. Gender:

☐ Male

☐ Female

5. Age:

☐ 18-25yrs

☐ 25yrs-35yrs

☐ 35yrs-45yrs

☐ Above 45yrs

6. Qualification:

☐ Higher secondary

☐ Diploma

☐ Under graduate Post

☐ graduate

☐ Others (specify) _____

7. What was the main reason for leaving CommScope?

☐ Salary

☐ Low career opportunity

☐ working condition

☐ Domestic problem

☐ Other (specify) _____

8. Give your opinion for the following statement:

Statement	Strongly Agree	Agree	Disagree	Strongly Disagree
• **There was enough career opportunity in the organization.**				
• **There were opportunities for development through training.**				
• **Training helped to improve my work efficiency.**				
• **The training and development were adequate to meet my goals.**				
• **I am satisfied with the existing work environment.**				
• **I am satisfied with the compensation and Different benefits offered by the organization.**				
• **I am satisfied with the welfare facilities offered by the organization.**				
• **Organization follows Flexible work schedule.**				
• **I was demanded to work more than whatwas required.**				
• **There was enough recognition for the work contribution.**				
• **I often face difficulties in balancing personallife and work like.**				
• **I have smooth communication between higher and lower authorities**				
• **I have good relation with the supervisor**				
• **I have good relation with employees**				

• **Supervisor provide with me sufficient information related to my work.**				
• **I am satisfied with the policy of the organization.**				
• **I am satisfied with the grievances settlement system which organization follows.**				

9. Have you completed exited formalities before leaving the organization?

☐ Yes

☐ No

10. Have you served 15 days notices period in your organization?

☐ Yes

☐ No

11. Do you think that Covid pandemic had an impact on employee attrition?

☐ Yes

☐ No

12. Do you think that your organization followed proper guidelines and safety precautions during Covid pandemic?

☐ Yes

☐ No

13. Did you receive any support from your organization during Covid pandemic?

☐ **Yes**

☐ **No**

_____

14. Would you like to give any suggestion to your organization for lowering attrition

_____