Chapter 1: Nature and Scope of Study

1.1 Introduction

Nowadays workforce in an organization do not wish to continue in the alike association for a long span of time as they are more futuristic and are keen for their growth and development. It recurrently happen that more successful is that employee who is at a very prestigious position in the organization. Therefore retaining employees is a matter of concern. The main reason or every employee to remain in a firm is either because their needs are satisfied by the business or their abilities are used to the optimum extent or because they are not in a position to find other job. Thus employee retention is how to hang on recruits in the association for a long time. Employee retention refers to recruits leaving the company of acquiescence or retirement. It also refers to Loss of employees due to employer initiated events. The other causes of employee attrition such as person leave the job due to health issues or when they are not satisfied with the organization as the case may be.

Job Satisfaction is a not an easy outcome of the communal world. It not only includes the amount paid to the staff but also focuses on the allowances. Retention works unsurpassed when the ideals of the organization are apparent. Sympathetic to employee aspiration and are within the scope of organization. Actually the system of rewards is followed by minimum organizations but still these organizations are filled with estranged employees as the norms of the corporate are absurd and the management of the company is highly ambitious whereas they consider corporate end as futile growth. But still employees continue to work for the same as it is not possible for them to reinstate the rewards.

1.2 Employee Attrition

Individuals are considered as the most expensive chattels of the organization (Coulson-Thomas 1993) and a good number company lay a towering precedence in holding qualified and industrious workers (Anderson 2005). Employees feat have direct impact on the customer service and high turnover results into Financial loss (Atchley, 1996).
High attrition rate also results into salary inflation which becomes necessary to retain the existing employees and attract new ones. Most of the HR managers opined that it is really a challenging task for them to retain the existing employees and if has become more difficult for them to tackle the problem of excess turnover.

Attrition can be understood as normal reduction in workforce due to retirement or resignation. It refers to movement of workforce in and out the organization.

**Attrition Rate**

There is no typical method to compute the attrition rate company because of assured factors. The employee pedestal change each month. So if a company has 2000 workers in April 2004 and 4,000 in March 2005, then they might take their base as 4,000 or as 00 (Average for the year). The no. of workers who left the work is 300 than the rate would be 15% or 20% depending upon the base taken... 2. Several firms possibly will not take in attrition of new entrants who depart since of advanced study or within three months of joining.

3. In several cases, attrition of pitiable performer may not be treated as attrition.

\[
\text{Employee Attrition} = \frac{\text{No. of Employee who left in a year}}{\text{Average Number of Employees in the years in an organization}} \times 100
\]

Thus, if the company had 4,000 workers in April 2004, 8,000 in March 2005, and 600 give up in the year, then the regular employee strength is 6000 and attrition is 100 x (600/6000) = 10 \%.

There are a range of attrition that ought to be taken into account.

These are: (Dev, 2005)

1. **Fresher attrition** tells the figure of fresher's who leave the group in one year. It states the number of people who are using the organization as how many are a catalyst
2. **Infant mortality** is the fraction of members of the staff who did not wish to continue the institute within one year. This indicate the straightforwardness with which populace acclimatize to the corporation.

3. **Decisive source attrition** tells the attrition in provisions of key staff like higher-ranking executive parting from the organization.

4. **Low performance attrition** it is the type of attrition where people leave because they are not in a position to keep pace with the performance. Idyllically Attrition ought to be premeditated on Monthly basis for the company having 50 employees for first 5 yrs followed by quarterly and finally monthly.

**PUSH & PULL FACTORS AFFECTING EMPLOYEE ATTRITION**

Employee attrition is not a simple issue. The reasons of employees leaving the organization can be manageable or non manageable. Reasons like economic and labour market conditions, retirement, mergers etc are difficult to manage and avoided. Many a time’s employees leave because of the factors which are within the control of the management which should be acted on by the organization.

**1 Push Factors**

Push factors create circumstances that pressure member of staff to depart from the job condition. *inner to the job, push factors evolve as a result of sorrow, or employee divergence with job necessities, interpersonal associations or managerial values* (Capelli & Hamori, 2006). former study opined that, push factors had an unenthusiastic result on work fulfillment of the employees forcing them to leave the job.chley, 1996). Push factors most commonly comprise of alleged intervention with job ,lifestyle balance, pitiable dealings with co-employees, work stressors, unacceptable administrative interaction and professed injustice in compensation or effort coursework (Anderson, 2005).Some factors that are within the limits of HR managers are Stress, Working Conditions, Supervision, communication, inadequate training ,Poor organization goal, Work life balance, Inability to use core skills, Employee-employer relations, Flexible work options, proper reward system.
Specified the significance of personal fulfillment to Gen Y employees (Glass, 2007), work life balance has emerge as an issue in employee attrition. Extended and irregular operational hrs, work overload, limited leave and necessities for rearrangement all have the impending to hinder with human resources and daily life priority. The end result of this obstruction could either be work-family divergence (Armstrong, 2007) or a work-lifestyle inequality that in due course contribute to charitable proceeds (Dunne, 2007).

2 Pull Factors

Pull factors offer fundamental benefits that happen to be accessible if the recruits relinquish from their existing job. It comprises of Better salary, Promotion and Academic growth. (Ho, Downe and Loke, 2010). Attitudes towards money pressure revenue intention (Tang et al., 2000).

Taylor and Bain (2003) (cited in Ho, Downe and Loke, 2010) stated that a striking payment package provided by the other firms into competition tempt them to leave their current job and proceed to the new one. The guarantee of motivating job makes a work seem more valuable and bind persons to new organization (Cohen and Prusak, 2001) (cited in Ho, Downe and Loke, 2010). The union of a variety of Industry, global corporation and restricted business gave birth to new forms of Business organizations... These innovative conducts of business restricted labour mobility and universal positioning opportunity – magnetize recruits by providing them better chance to fit into motivating job. A prospect for endorsement and professional development also encourages people to shift their job (Iverson and Deery, 2007). According to McBey and Karakowsky (2001), research has mainly supported the argument that their exists positive relation between education and employee turnover. Educated people are provided with various opportunities for growth and development. Companies habitually twist to escalating the payment for employees to keep hold of them. This nevertheless is does not help in providing solution to the problem as workers has numerous opportunities which ample of them give first choice to. The cost of employee attrition is 12-18 months salary in case of a professional and 4-6 months salary for administrative staff or even employee doing free lancing. (Nair, 2008).
According to a study by Ipsos–Reid, 30% of recruits map to transform job in the subsequent 2 yrs. the majority of the Departing people are provided with the opportunity for skill growth of the workers. It has been noticed that different groups of employees mention different reasons for leaving their job. Managerial staff cite professional escalation and headship as the key factor that influence attrition and retention, collectively with opportunity for organization, Capability of the managers at the higher level, optimum use of skill at work, proficient employees refer to concern about managerial education along with therapy, company direction and motivating work; Clerical employees focus on category of job, skill utilization and ability and occasion to learn; (Nair, 2008). However, it is important to note that employee attrition rate can never be removed to the fullest. It is able to simply be prejudiced to maintain it in power. The company sculpt on which an auxiliary process run is noteworthy in achieve this. Outsourcing senior end household tasks that offer exigent everyday jobs to the recruits goes a stretched way in serving to deal with the issue (Nair, 2008).

1.3 Small and Medium Enterprises

Small and medium enterprises have been getting impetus in the improvement strategy of the Government of India. The Nehruvian attitude of industrialization has been given importance and has also realized the importance of small and medium enterprises for the growth and development of the Nation... Apart from Developed economies countries are generally conquered by agrarian economy and characterized by underemployment and rising unemployment. The industrialization in these countries is anticipated to provide twin principle of setting avenue for the incorporation of surplus labor n. SMEs ought to widen the required bear and praise the favorable effects of Industrialization. The SMEs makes more proficient use of assets and

Labor for mounting nation. SME’s use more labour and less capital and so they are able to produce single unit having less cost of production... In the economy where there is scarcity of capital and surplus labour like India both aspects i.e. more production and more employment are on par and in this context Small and medium enterprises became very noteworthy.
The current articulation of the elongated expected new policy for small and medium industries by the prime minister at the National Conference on small and medium industries in New Delhi has been broadly welcomed by the industry. The small entrepreneurs foster an authentic horror that the market-oriented reforms have not only unfavorably affected their welfare, but are a hazard to their continuation. The recession in the economy since 1996 seemed to verify their most horrible fears. The recent announcement has therefore, increased hopes that the new policy will bring some relief and help them to deal with the strongly aggressive surroundings created by the lookalike policies.

Small and medium enterprises enjoys certain intrinsic power such as lesser over head costs, elasticity in production, casualness in labor dealings, utilization of neighboring possessions and skill, competence to carry out diminutive orders and to proffer customized services.

Small and medium industry in India needs to advance technologies on a permanent basis to remain competitive. There are dreadfully efficient software packages accessible in the country for mechanized units, which can get rid of desecrate, squeeze construction cycle, and bring improvement in the product quality. If they be costly and outside the achieve of individual small and medium units, the packages can be bought by groups of units and used in cooperation on an instant distribute basis, paying hourly fees. The promotion of small and medium industries has been broadly suggested for the most part suitable means of mounting industry in overpopulated difffent countries. Japan is usually apprehended as the best example. And now, even China is said to be following a parallel path, at least in the rural areas. In none of the country, however has the principle of diminutive engineering acknowledged such strong bureaucrat prop up as in India. There are numeral reasons for this. The most vital is the bequest of Gandhian teaching. In addition, the division of existing small industry in India, the great stress of population, and the scarcity of capital has all tend to straight consideration towards the small scale sector as a probable means of ever-escalating production and service in Indian industry for at least the next few decades.

The definition of “Small Scale Industry” is not a worldwide one. Different countries of the world, at different times, have defined the term in different ways to convene the needs of time and pace. In fact, it is the product of a process of fruition, realistic to the
incident of each country. In India, preceding independence, the rules laid down by the British were unresponsive to the development of this sector and the term which was commonly used during those days was "cottage and small scale industries." "They were Original by nature out of the chronological surroundings of the days in a very modest way without any nurture by the state. But after accomplishment of political independence, the national government started taking vigorous interest in the development of small scale industries and when the importance and necessity of development in this field was focused in the conference than, following this recommendations the cottage industries board was setup as a consultant body. But soon the board realized the assorted problems confronted by the various groups of industries of the sector and suggested to the government to setup separate organization to focus on the attention of each group of industry.

"Accordingly, five boards were setup during 1952-53 for handloom, handicrafts, coin, silk and khadi and village industries. In the meantime, the Government of India realized that if its longing to build up small scale industrial sector is to be materialize, there should be a well-chalked out promotional measures, hardnosed to the incident to which the Indian economy was subjected. With this end in view, "In 1953-54 the Ministry of Commerce and Industry invited a global forecast panel from side to side the country of the Ford groundwork to tale on events that could be adopted to build up small scale industries." The Team sturdily recommended the need for progress of "modern small scale industries" to meet the needs of the time and pace. The team also suggested the various actions to be taken by the Government for Growth and expansion of this sector of the economy. In pursuance of the approval of the team the Government of India setup a special advisory board in the name and style of "small scale industries board in 1954." As soon as the board had started functioning than it intensely felt the need for an inclusive working definition for implementing various programmes meant for progress of the small scale sector. Accordingly the board, in its first meeting held in early January 1955, adopt the first functioning definition of a small scale industrial unit as “an entity which gives employment to less than 50 people persons if the use power and 100 without use of power and 100 persons without the use of power ,having capital not exceeding Rs 0.5 million."
"The definition has been updated many times in order to meet the need of an hour. As a result of this, a new category of industries existed named as Small Scale Ancillary Units.

At the initial stage, the capital limit for ancillary units was fixed at 1 million as against 0.5 million of small scale units. Currently, the limit is Rs 60 lakhs and Rs 75 Lakhs respectively irrespective of the number of persons employed. The investment in fixed asset includes investment in Plant and Machinery excluding land. These Units were renamed as Tiny Units by the Industrial policy resolution of 1977 which comprised of an investment up to 1 lakh and were situated in towns having population of less than 50000 according to the 1971 census. Whereas the present investment has increased till 5 Lakhs.

**Definition of Small and Medium Enterprises**

The Government of India has enacted the Micro, Small and Medium Enterprises Development (MSMED) Act, 2006 on June 16, 2006 which was notified on October 2, 2006. With the performance of MSMED Act 2006, the standard shift that has taken place is the addition of service sector in the definition of Micro, Small and Medium Enterprises, distant from extending the span to Medium Enterprises.

**Definition of Micro, Small and Medium Enterprises:**

In general, Statistical definitions of an SME use one or more of the three instruments comprising of Number of employees, Turnover and Size of the balance sheet. The following definition is used by the Department of Trade and industry micro Firm-0-9 employees, Small firm-0-49 Employees, Medium firm-50-249 employees and large firm over 250 employees.

The European Commission Revised it in 2003. The New definition aims to promote micro enterprises, improve entrée to capital, prop up improvement and improve entrée to research and development. There was no change in the limit on the number of employees whereas changes were made to the financial limit.

The MSMED Act, 2006 defines the Micro, Small and Medium Enterprises based on 1) Investment in plant and machinery for those involved in Manufacturing or processing or preservation of goods.

2) Investment in equipments for enterprises involved in providing services.

The guidelines with regard to investment in plant and machinery or equipment as defined in the MSMED Act, 2006 are
<table>
<thead>
<tr>
<th>Nature of activity of the Enterprise</th>
<th>Investment in plant and machinery excluding land and building for enterprises engaged in manufacturing or production, processing or preservation of goods</th>
<th>Investment in equipment excluding land and building for enterprises engaged in providing or rendering of services (loans up to Rs 1 crore)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>Not exceeding Rs.25.00 Lakhs</td>
<td>Not exceeding Rs.10.00 Lakhs</td>
</tr>
<tr>
<td>Micro</td>
<td>More than Rs.25.00 lakhs but does not exceed Rs.500.00 lakhs</td>
<td>More than Rs.10.00 lakhs but does not exceed Rs.200.00 lakhs</td>
</tr>
<tr>
<td>Medium</td>
<td>More than Rs.500.00 lakhs but does not exceed Rs.1000.00 lakhs</td>
<td>More than Rs.200.00 lakhs but does not exceed Rs.500.00 lakhs</td>
</tr>
</tbody>
</table>

1.4 Statement of the problem

In today’s competitive environment, conventional business functions are changing. Now we cannot think of living in the multifaceted business with same conventional business function. So the new trend has emerged even in India. But the major factor affecting the employees of small and medium enterprises is their level of job satisfaction. Past researches state that small and medium enterprises are generally linked with low levels of satisfaction due to moderately low skilled nature of work. Other factors that are often associated with are high level of stress, high turnover, absenteeism etc. These factors impact unconstructively on job satisfaction therefore the researcher will examine absenteeism, turnover and performance in terms of the relationship these variables have with job satisfaction. It has been observed that there is Employee attrition in small and medium enterprises and sometimes the job which
the candidate has to do is not as anticipated by the candidates. It is also observed that the opportunity of Growth and development in the present job will have negative effect on the employee as his career would be inherent. Due to these reasons an eye-catching job offer which is acceptable to the employees as per their caliber, liability, an employee thinks excellent for him with respect to the job liability, compensation, escalation and wisdom etc would result in employee leaving an organization.

1.5 Objectives of the study

The main source of inspiration of this thesis is not only the several studies which were undertaken in the past but also the problems which are faced by Small and Medium enterprises with regard to Attrition. These are the problems for which the solution is awaited. The major specific objectives of the study are

<table>
<thead>
<tr>
<th>Sr.no</th>
<th>Objective</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>To study the problems faced by Small and Medium Enterprises regarding labour attrition.</td>
<td>This objective will help to study the Difficulties in retaining the employees.</td>
</tr>
<tr>
<td>2</td>
<td>To understand the perception and attitude of Employees towards their job profile and reasons of Job change.</td>
<td>To understand the insight on the subject of the study.</td>
</tr>
<tr>
<td>3</td>
<td>To study the Employee Retention Strategies adopted by Small and Medium Enterprises</td>
<td>This will help in framing of strategies as they give correct recognition to Employee Attrition.</td>
</tr>
<tr>
<td>4</td>
<td>To offer suggestions to Entrepreneurs as to reduce the impact of employee Attrition.</td>
<td>To help in policy formation thereby lessening the impact of Employee Attrition</td>
</tr>
</tbody>
</table>

1.6 Significance of the Study

The implication of the study lies in blowing up of Small and Medium Enterprises in recent years. On one hand the enterprises are mounting while on the other hand the
employee turnover rate has been chillingly elevated thus costing a lot to the company. The main sufferers are employees working at middle and lower level with reduction in the altitude of satisfaction. The study attempt to assess the pattern of attrition in small and medium enterprises and analyzed the bond among employee impulse, job contentment and employee retention, so as employee motivation can be used as a tool to retain the employees. The study also helps the management in formulation of policies focusing on supportive work culture, professional growth etc to boost employee satisfaction. The top organizations are at the peak because they signify their staff and are also aware of how to remain them in the organization. Employees reside or depart from the organization for varied reason; these reasons can be delicate or proficient. Employers should understand the reasons in a proper manner. Very few studies were conducted regarding attrition as the organizations are becoming very much aware of the causes of attrition and also strategies adopted for the same.

1.7 Scope of the study

In the present research, the researcher is dealing with Employee Attrition in Small and Medium Enterprises its Causes and Consequences. Since it would be too much of a burden to investigate so the researcher reduced the scope within vicinity of Ulhasnagar of Thane District

1.8 Research Hypothesis

The fundamental aspect of Hypothesis testing is Research study. It is the quantitative proclamation about the population parameter. It is a hypothesis that is made about the population parameter. Testing of hypothesis helps us to find out whether the hypothesis is accepted or rejected. The acceptance of hypothesis means that the sample is not in a position to provide with the adequate information so as to accept or reject it. Testing of hypothesis is done to anaylse the distinctiveness of population on the basis of sample, to ascertain whether the difference between both is noteworthy or not. There are five research questions

H0: There is no significant difference in the causes of employee attrition.

H1: There is a significant difference in the causes of employee attrition.
1.9 Research Methodology

The Research methodology deals with the research framework adopted. It explains the rationale and justification of the study, the types of data collected and to obtain the primary data five point Likert’s Scale is used. It also covers the sampling area, selection of the respondents and the sampling techniques used for the study. This Chapter also covers the hypothesis framed and the type of tools used.

1.9(1) Preface

Research is defined as the search for knowledge or orderly exploration, to institute narrative facts, resolve fresh or accessible troubles, verify new thoughts or build up new theory using systematic method. The crucial rationale for vital research as conflicting to applied research is to discover, to interpret and expand methods for development of f human knowledge. According to Clifford Woody research
comprises defining and redefining problems, formulation of hypothesis or suggested solutions; collecting, organizing and evaluating data: making deductions and reaching conclusions and at last carefully testing and reaching the conclusions to determine whether they fit the formulating hypothesis.

1.9(2) Research Design.

Research involves a planned approach to untravel the mystery. Hence a research could be defined as a blue print which specify every phase of stroke in the path of research. one of the most wide-ranging and holistic definition has been given by kerlilnger (1995) He refers to research design a plan, structure and strategy of investigation so conceived as to obtain answers to research questions or problems. The plan is the whole format of the research. It includes a sketch of what the researcher will do from writing the hypothesis and their operational implications for the final analysis of data. As the name implies the intention of the study is to provide a comprehensive and detailed explanation of the phenomena under study. Descriptive research helps in obtaining in sequence pertaining to the existing position of the phenomenon to portray what exists with respect to variables or conditions in a situation.
1.9(3) Methods of Data Collection

**Primary Data:**

- Interview method
- Survey method
- Questionnaire method.
- Field visit (Discussion with Management and Employees)
- Observation method

**Secondary data**
<table>
<thead>
<tr>
<th>Sr no</th>
<th>Source</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Books and journals</td>
<td>To develop the basic understanding of the study</td>
</tr>
<tr>
<td>2</td>
<td>Newspapers and websites</td>
<td>To keep an update of the research and the developments in the area of study</td>
</tr>
</tbody>
</table>

1.9(4) Sampling Techniques

Since the population of both Management and Employees is infinite, Random Sampling technique has been adopted for the study.

1.9(5) Selection of sampling area

Ulhasnagar a city is in Thane District in Maharashtra. The management of the city is in the hands of MMRDA as it is a part of Mumbai region. According to 2011 census it has a population of 506098. The main highlight of the city is that it is the major manufacturer of Jeans. Ulhasnagar market is the largest jeans market in entire Asia. In addition to this city also deals in various types of FMCG products and durable products. Ulhasnagar also comprises of small manufacturing units involved in producing confectionary, furniture, printing press etc. has various Small Scale manufacturing units which produces confectionary, Textile, Weaving, Furniture Printing press etc. Ever since it is one of the most significant destinations for both skilled and unskilled workers. Hence the research has been conducted in Ulhasnagar so as to explore the causes and consequences of attrition...

1.9(6) Selection of Respondents

For the purpose of the study Respondents from Small and Medium enterprises having salary in the Range of 10000-20000 have been selected. Since the populations are infinite, Both male and female respondents were considered, Accountants, Marketing managers, Sales Personnel, Workers, Accounts Manager, Managers were considered for the study.

1.9(7) Determination of sample size
A sample size of 600 employees and 125 units was taken and the method of simple random sampling technique is used to collect information gather data from the employees whose salary range is Rs 10000-Rs 20000 per month.

1.9(8) Pretesting the Questionnaire

Pilot survey has been conducted to pretest the questionnaire. A sample of 50 employees and 30 units were selected from various small units like confectionary, textile, Jeans, etc. The collected information for pilot survey was satisfactory and the same questionnaire was continued for final research.

1.9(9) Questionnaire Construction and Variables considered for the study

The Questionnaire has been considered as a study gadget and it has been constructed with Five Point Likert’s Scale after having had meticulous discussions and communication with the Management and the Employees. The entire questionnaire for Employees as Respondents was conveniently divided into about 4 Parts as mentioned under;

- Part I: Respondents’ Profile: which consists of demographic details
- Part II: Culture, Causes of attrition, Performance appraisal system, Emotions after performance appraisal exercise, Relationship with employee attrition.
• Part III: Satisfaction with the Retention Policies, Factors that led to the feelings, Factors that enhance satisfaction among employees and reduce attrition, Characteristic of Job, And willingness to remain in the current job.
• Part IV: Contention and motivation with the job Involvement and Shifting of the Job.

Questionnaire for Management as Respondents is divided in to 2 Parts;

• Part I: Respondents’ Profile: which consists of demographic details
• Part II: Number of employees, Turnover of the organization, Current Rate of attrition, Internal and External causes of attrition ,Reasons for employees to remain in the organization, Strategies to control attrition, Covering the gap of Attrition, Importance of Employee Retention ,Strategies for Retention Severity of Retention problem and Consequences of Employee Attrition, and Some relevant closed ended questions have been included to measure the responses such as exit interviews, intention attrition, frequency of job changes and opinion of the respondents towards the causes of attrition.

1.9(10) Statistical tools

The processing, categorization, tabulation, psychoanalysis and understanding of data are done with the help of SPSS (Statistical Package for Social Sciences) software package. The following statistical tools and mathematical techniques have been applied on the data collected from the respondents.

Frequency distribution analysis

Frequency distribution analysis is applied to analyze the demographic details, Causes of Attrition, Retention Policies, and Consequences of attrition and Strategies to control attrition.

Z-test

As the Sample size is Greater than 30 i.e. large sampling Therefore Z test is used as a Statistical tool.
A Z-test is a numerical test which helps to find out the population means are different when the size of sample is large and variances are known. In order to perform a precise Z test the standard deviation should be known and the test statistic is implicit to have a normal distribution is a assumption test the base of which is Z-statistic which follow the standard normal distribution under the Null hypothesis. The z test is one sample Z test, having normal distribution of population and Variance. Because of the central limit theorem many test statistics are approximately normally distributed for large samples. , the Z-test has a single critical value for each level of significance which makes it well-situated. Therefore it becomes easy to perform many statistical tests as Z-test when the size of the population is large and variance is known.

1.10 Limitations of the study

Every research suffers from certain limitations which is a natural phenomenon in descriptive study, this study also is not an exception from limitations. To mention some the data is collected from Small and Medium size enterprises only. It is not possible to cover the entire population so researcher has selected 125 units and 600 employees. Moreover since the area is confined only to the vicinity of Ulhasnagar in Thane District, the behavior of employees and management may be different in other states or countries, this is another limitation to the study. Collection of information was a challenging task for the researcher due to unwillingness of the respondents in filling the questionnaire. Also the information provided by the respondents might be biased. Great care has been taken for precision but still few gaps exist and they need to be rectified.

The summary of Research Design is as follows

<table>
<thead>
<tr>
<th>Research Design</th>
<th>Research Methodology</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Research</td>
<td>Descriptive Research</td>
<td>Data collected by the way of questionnaire</td>
</tr>
<tr>
<td></td>
<td>Analytical Research</td>
<td>Review of literature</td>
</tr>
<tr>
<td>Nature of the Study</td>
<td>Quantitative Study</td>
<td>Pragmatic study hence survey</td>
</tr>
<tr>
<td>Data Collection Approach</td>
<td>i) Primary Data</td>
<td>Questionnaire method.</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td></td>
<td>ii) Secondary Data</td>
<td>Books, journals, articles, newspapers and research done by others in the field.</td>
</tr>
<tr>
<td>Interview Type</td>
<td>Formal</td>
<td>The Researcher visited the SME’s and collected information from Management and Employees working at Different levels through Formal interview and filling of the Questionnaire.</td>
</tr>
<tr>
<td>Measurement Technique</td>
<td>Questionnaire Design</td>
<td>A simple questionnaire using likert scale.</td>
</tr>
<tr>
<td>Sampling</td>
<td>Population size</td>
<td>400 Units: in the area Ulhasnagar and 1000 Employees.(Salary Range-Rs 10000-Rs 20000)</td>
</tr>
<tr>
<td></td>
<td>Sample Size</td>
<td>125 Units: - in the area Ulhasnagar. (31.25% of the universe)and 600 Employees.(Salary Range-Rs 10000-Rs 20000)</td>
</tr>
<tr>
<td>Analysis of Data</td>
<td>Software, Statistical</td>
<td>Microsoft Excel:- Data Storage</td>
</tr>
</tbody>
</table>
Tests &
Statistical Tools

Tool
IBM SPSS: - For Data Analysis &
Interpretation.

Statistical test :- For Testing of hypotheses

Testing of
Hypotheses

Statistical Tools

Software used

Z-test.

Presentation of
Thesis

Microsoft word: - For Data Presentation.

1.11 Chaptertisation Scheme

The present thesis is outcome of a comprehensive research in the form of seven chapters are mentioned as:

Chapter 1: Nature and Scope of Study
The introduction chapter illustrates some initial studies that represent the background of Employee attrition and SME,s and express the objectives and need for the study, scope of the study, Research Hypothesis, limitations of Study and ,Research Methodologies including sample size, data collection and data analysis.

Chapter 2: Review of Literature
This chapter focuses on the vast study performed on or about the relevant topic. In chapter two a survey is attempted in the way the researcher explored about Employee Attrition in employees and Management of Small and Medium Enterprises.

Chapter 3: Employee Attrition and Employee Retention strategies.
This chapter brings some concepts, definitions, and Importance of Employee Attrition. It also tries to highlight different reasons why Employees leave and Various Employee Retention Strategies.

Chapter 4: Causes and Consequences of Employee Attrition
This chapter brings some Causes of Employee Attrition. It also includes the consequences of Employee Attrition.

**Chapter 5: Analysis and Interpretation of Data (Employees)**
This chapter speaks about the Analysis of the study of the Employees. The various tools and techniques such as percentage method and Z test have been used to analyze the data.

**Chapter 6: Analysis and Interpretation of Data (Management)**
This chapter speaks about the Analysis of the study of the Management. The various tools and techniques such as percentage method and Z test have been used to analyze the data.

**Chapter 7: Findings, Recommendations and Conclusion**
This chapter speaks about the Findings, Recommendations and Conclusion of the study. It also covers the Implications for further research.