A Thesis Paper

on

Analyzing the factors influencing Employee's Turnover:
A Case Study on Aman Cement Mill's Unit-02 Ltd.

Submitted by

Name: Md. Amran Hossain

ID: EMBA 2101022017

Program: EMBA (Major in HRM)

Semester: Spring-2022

Submitted to:

Department of Business Administration

Submitted for the partial fulfillment of the degree of

Master of Business Administration

Sonargaon University (SU)

Dhaka- 1215

Date of Submission: April 20, 2022

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Supervised By:

Farjana Yeasmin Chowdhury

Lecturer

Department of Business Administration
Sonargoan University

Submitted By:

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Letter of Transmittal

20th April, 2022
Farjana Yeasmin Chowdhury
Lecturer
Department of Business Administration
Sonargaon University (SU)

Subject: Submission of Thesis Paper.

Dear Madam,

With humble honor and respect, I am submitting my thesis report on **"Analyzing the factors influencing Employee's Turnover: A Case Study on Aman Cement Mill's Unit-02 Ltd."** As per partial accomplishment of the requirements for the EMBA degree, I have completed this thesis on a Group of company (Aman Group Ltd) & its concern unit "Aman Cement Mill's Unit-02 Ltd" under the supervision of you.

This Paper is an integral part of our academic courses in completion of the EMBA program which has given me the opportunity to read large organization employee's mind and behaviors. I hope this report reflects on the contemporary issues on the HRM that are being Practiced by most of organizations in our country.

In completing the report I tried my best to blend all my knowledge and imparted every available detail and also attempted to avoid unnecessary amplification.
I humbly requested to you to accept this paper for your kind evaluation.

Sincerely,

_____

Md. Amran Hossain
ID: EMBA2101022017
Department of Business Administration
Sonargaon University (SU)

Certificate of Supervisor

This is to certify that the thesis paper **"Analyzing the factors influencing Employee's Turnover: A Case Study on Aman Cement Mill's Unit-02 Ltd."** has been prepared as a part of completion of the EMBA program from Department of Business Administration, Sonargaon University (SU), carried out by Md. Amran Hossain, bearing ID: EMBA 2101022017 under my supervision. The report or the information will not be used for any other purposes.

……

Farjana Yeasmin Chowdhury
Lecturer
Department of Business Administration
Sonargaon University (SU)

Student Declaration

I am Md. Amran Hossain, a student of Executive Master of Business Administration, ID: EMBA2101022017 from Sonargaon University would like to solemnly declare here that this report on **"Analyzing the factors influencing Employee's Turnover: A Case Study on Aman Cement Mill's Unit-02 Ltd."** has been authentically prepared by me. While preparing this report, I didn't breach any copyright act internationally. I am further declaring that, I did not submit this report anywhere for awarding any degree, diploma or certificate.

Sincerely Yours

Md.Amran Hossain.
ID: EMBA2101022017
Program: EMBA
Major: HRM
Semester: Spring-2022

Letter of Authorization

Certified that this project report titled **"Analyzing the factors influencing Employee's Turnover: A Case Study on Aman Cement Mill's Unit-02 Ltd."** the authentic works of Md. Amran Hossain, who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

……

Farjana Yeasmin Chowdhury
Lecturer
Department of Business Administration
Sonargaon University (SU)

ACKNOWLEDGEMENT

I wish to extend my gratitude to all the people who helped me accomplish my paper title, **"Analyzing the factors influencing Employee's Turnover: A Case Study on Aman Cement Mill's Unit-02 Ltd."** At the very beginning, I want to thank my faculty advisor and Thesis supervisor in Sonargaon University, Miss. Farjana Yeasmin Chowdhury who has given me precious instruction. I am very grateful for her advice in order to make my report more effective. Secondly, I am grateful to Mr. Al Mamun, Senior Executive Officer of Aman Cement Mill's Unit-02 Ltd HRM & Admin department for his helping attitude. I am also grateful to factory present and ex- employees who help me to share their job experience and thoughts.

EXECUTIVE SUMMARY

The core objective of the Thesis is to fulfill the requirement of the EMBA program as prescribed by the SU. At the end of program has to prepare thesis paper the main objective of the thesis is to get the hands-on experience of the real world organization. The thesis was completed with the objective of getting practical knowledge on HRM activities and solution.

To evaluate my analysis firstly I connected HR department to collect all of employee's necessary data. The employees are classified in deferent department such as Civil, Electrical, Mechanical, Account, Audit section. Collected cell no some of employee's who were leave there job from the organization. As an analyzer, I realized that I was successful to gather a lot of significant learning experiences which would be helpful in my future career. I could use my theoretical knowledge of HR in real practice while participating in many discussions. I was actively involved in the department meetings where I shared my knowledge and views regarding the performance in HR department of Aman Cement Mill's Unit-02 Ltd.

I also attempted to gather more information on basic job functions of other departments to have better understanding of the relation between them and the HR department. It was commendable to see how wholeheartedly they welcomed, acknowledged and appreciated new ideas and knowledge. I have provided few recommendations based upon my understanding and knowledge. I thoroughly enjoyed the challenges that came along every single day. I could also bring some minor improvisations during my thesis which were able to leave their marks. These lessons that I have learned will be a valuable one for my future endeavors as well.

The study Findings and Recommendations are described in chapter 05 & 06 which will help Aman Cement Mill's Ltd to take corrective action to reduce their employee's turnover problem.

LIST OF ACRONYMS

HRM	Human Resource Management.
EMBA	Masters of Business Administration.
SU	Sonoargaon University.
GDP	General Development Goal.
SDG	Sustainable Development Goal.
MDG	Millennium Development Goal.
IMF	International Monetary Fund.
ACML-02	Aman Cement Mill's Unit-02 Ltd.

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Introduction

Employee's turnover is threat to many organizations in the world. It is common phenomena and became very serious issue for organization for its negative effect on operation and performance. Bangladesh is a developing country. As per international monetary fund (IMF) Bangladesh today is ranked 35th largest economy. Per capita GDP of Bangladesh raised into USD 1909 in last fiscal year. Bangladesh achieved the Millennium Development Goals (MDGs) remarkably. Now, Bangladesh prepared itself and starts hard working to achieve the Sustainable Development Goals (SDGs). The Bangladesh Export Processing Zones Authority (BEPZA) has been making contribution to industrial growth in the private sectors. Aman Cement Mill's Ltd is an organization under Aman Economic Zone. Aman Cement Mill's Unit-02 Ltd started his journey since 2015.

As a developing country Bangladesh now need more skilled person. Day by day established new industry and they are searching skilled personnel. Employer now trying to established standardization but employees turnover increased rapidly. We are tried to focus on all factors which influence our employees to leave employment frequently in this sectors.

Our thesis paper focused on a case study of a cement industry. Cement industry is not as old as other countries. Bangladesh first cement factory established in sylhet on 1941 & that is "Chattak Cement Factory Ltd" (formerly known as Assam - Bengal Cement Company Limited. After that the second factory called "Chittagong Cement Clinker and Grinding Factory Ltd". (Currently being operated by Heidelberg Cement) took place in 1973 in Chittagong. According to the Bangladesh Cement Manufacturers Association (BCMA), there are about 76 registered cement manufacturing companies in the country. And as per The Daily Star issue of December 2020, there are 37 active cement factories in the country. The country's top 10 companies currently control about 81% of the total cement market.

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1.1 Background of the study

This thesis paper is a part of EMBA program so taken a case study on a Cement production industry. Key research findings indicate that employees have several reasons to leave their workplaces, such as job stress, job satisfaction, job security, work environment, motivation, wages, and rewards. Furthermore, employee turnover has a huge impact on an organization due to the costs associated with employee turnover and can negatively impact the productivity, sustainability, competitiveness, and profitability of an organization. To achieve sustained growth and goal industrial management should aware on production strategy. They should know how to manage time study to earn maximum production to divided work load on employees. Without proper working environment employees get frustrated. So it's necessary to read your employees mind and change organization culture time to time for get advantage on industrial competitor.

The research of C. A. Al Mamun and M. N. Hasan, "Factors affecting employee turnover and sound retention strategies in business organization: A conceptual view," Probl. Prospect. Manag vol. 15, no. 1, pp. 63–71, 2017, doi: 10.21511/ppm.15(1).2017.06

According to research of M.Alhamwan and N. Mat., "Antecedents of Turnover Intention Behavior among Nurses: A Theoretical Review," J. Manag. Sustainvol. 5, no. 1, pp. 84–89, 2015, doi: 10.5539/jms.v5n1p84. Showed how turnover effected and organization. Besides, other factors have been identified as career improvement and development, high wage potential, interpersonal conflicts with colleagues, bad human resource policies and personal reasons causing the intention to change. Further, stated that employee turnover is a major concern to companies due to the cost that results from employee turnover and can negatively affect the organization's performance. Four researchers from the USA have just published a meta-analysis on the causes of employee turnover. They specifically looked at voluntary employee turnover, meaning the rate at which people decide to end the employment relationship with an organization. The study brings new insights from the last 17 years, the time passed since the publication of previous comprehensive research on the topic. The study is also extremely rich: it looks into 57 possible influencing factors, analyzing data from up to 669,000 people.

1.2 Objectives of the Study

This dissertation is about to find out some of important factors which make such a situation on an employee to search a new job. In our country job is limited, we have a large no of educated unskilled unemployed people. Sometime skilled person go door to door for a job on the other hand some organization searching there desired person. Some people leave there job and join other organization. So on study focused on employees and employment intention and interest factors.

The main objectives for this study are:

- To identify the factors which influence an organization employees to leave employment.
- To find out corrective actions which decreased employee's turnover.
- To focus on human interest to choose a job.
- To Improve HRM related knowledge.
- To prepare a forecast on employees turnover.
- To identify the cause of employee turnover in ACML-02 ltd.

1.3 Scope of the study:

The study focuses on identifying determinant factors that influence employees to leave employment and its effect on organizational performance in the case of Aman cement Mill's Unit-02 ltd only. However, other organization in this sector will not be included on this study due to time and financial constraints.

1.4 Methodology

The methodological framework will discuss in this section. We will explain which method is relevant to our topic. The research is performed quantitative / numerical discrete case study. Data was collected from observation & Survey techniques. The primary data was

collected through documents, HR reports, annual reports, and organization organogram. Communicated with employees and they express their experiences, and thoughts during the conversation. The data of this study were analyzed using the statistical method, Verbal communication. Also, collect last three years HR report on employee's recruitment. To analyze the factors collected three years employment, migration and vacancy quantity and comparison data provide us a result on the desired factors. On this case study I didn't consider employees age, gender, location; only target to their job position or class wise employment leaving intension.

1.5 Limitations

People are influence by different things; our aim to identify the factors which influence them. As an employee of Aman Cement Mill's Ltd it was not too easy to collect each confidential data. Taken few of employees interview on their employment leaving purpose which is not adequate & it's very difficult to contract each person. Over the phone some of them feel shyness to attend interview on sensitive topic. Sample size depends on the nature of the research problem. If sample size is too small, statistical tests would not be able to identify significant relationships within data set. There are 71 organizations in Cement industry sectors but our case study focused only one organization so this is a big limitation on our data to evaluate actual influencing factors. All industry hasn't same culture and policy so it's very difficult to read employees mental situation on a common parameter. The findings of this study are limited only to this particular organization and do not allow generalizations to the larger population or to the industry as a whole. On the other hand this thesis paper completed in limited time; is a part of EMBA program.

Chaptar-02

Profile of the Organization

2.1 Company profile:

Name of the Organization: Aman Cement Mill's Unite – 02 Ltd.

Year of Establishment	: 2011
Production Year	: 2017
Factory Address	: Haria, Boiddyer Bazar, Sonargaon, Narayangonj.
Covered Area/ Land	: Covered area 871,200 sft& Total Land 35 acres
Production Capacity	: 10,000 MT/Day
Products	: VRM Grinding Cement
Total Production Manpower	: Direct: 500

Aman Cement Mills unit-2 Ltd. a concern of **Aman Group Ltd** was incorporated as a private limited company in 2011 to manufacture & sell cement. Initially, the company undertook a project for establishing VRM cement manufacturing unit having per day production capacity of 5000 of MT at Annan Economic Zone, Haria, Bodyer Bazar, Sonargaon, Narayangonj. Later the company has enhanced the plan to establish the factory with two VRM mills resulting which now the total production capacity reached to 10000 MT per day. Being a major initiative of Annan Group, ACMU-02 is one of the fastest growing and most promising cement company in Bangladesh. The modern facility with cutting edge technology uses fully automated latest ultramodern VRM manufacturing technology from Loesche, Germany to ensure that the best quality provided for the consumers of Bangladesh. The company started its commercial operation from March 2017. Now both the mills are in operation.

2.2 Contract address:

Aman Cement Mills Limited
(A Sister Concern of Aman Group)
2 Ishakha Avenue, Sector-06, Uttara, Dhaka-1230.
Tel: +88-02-7911691-3, +88-02-7911016
Fax: 02-8920510, E-mail: amangroup@bijoy.net
Web: www.amangroubd.com

2.3 Directors Name:

- MD. RAFIQUL ISLAM (Chairman)
- MD. SHOFIQUL ISLAM (Managing Director)
- MD. TOUFIQUL ISLAM (Director)
- MD. TORIQUL ISLAM (Director)

2.4 THE AMAN BUSINESS TREE

- **TEXTILE**
  - Amantex Limited
  - Amantex Unit-2 Limited
  - Aman Cotton Fibrous Limited
  - Anwara Mannan Textile Mills Ltd
  - Aman Packaging & Accessories Ltd
- **CONSTRUCTION MATERIAL**
  - Aman Cement Mills Ltd.
  - Aman Cement Mills Unit-2 Ltd.
  - Aman Packaging Ltd
  - Akin Carrier Ltd
  - Aman Shipyard Ltd
- **TRADING**
  - Juvenile Trade International Ltd.
  - Juvenile Construction Limited
  - Aman Trading Corporation
  - Aman Associates Limited
  - Islam Brothers & Co
  - R S & T International

- **AGRO INDUSTRIES**

  - Aman Feed Limited
  - Aman Chicks Limited
  - Aman Breeders Limited
  - Aman Poultry & Hatchery Ltd.
  - Aman Plant Tissue Culture Ltd.
  - Aman Jute Fibrous Limited
  - Anwara Poultry & Hatchery Ltd
  - Halima Poultry & Hatchery Ltd

2.5 Facility for employees:

1. Two festival bonuses.
2. Yearly increment.
3. Free Transportation and Mobile bill for Officer Level.
4. Free Accommodation for selected staff.

2.6 VISION

"To be a leader in fulfilling Country's basic needs through industrialization with total quality"

2.7 MISSION

"Aman Group mission is to establish labor intensive industries blending the latest technologies upholding ownership by the employees along with conservation of environment with precise commitment to the society and contribute substantially to GDP through sustainable growth"

2.8 Organogram of Aman Cement Mill's Production Unit

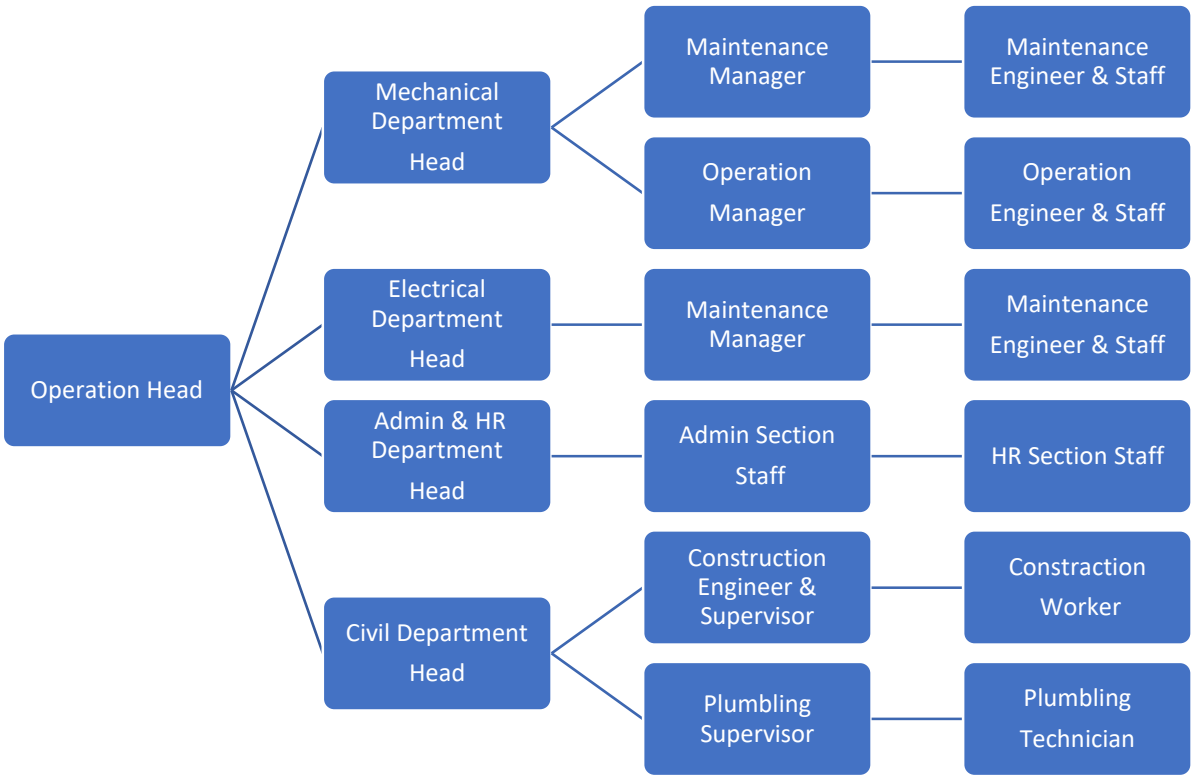


Figure: ACML-02 Ltd Organogram

2.9 Production Method & Skill:

In the production method, traditionally the use of ball mill / tube mill has been in existence in producing cement at grinding stations since the beginning. Subsequently, in early 2000 few big players begun to use Polycom technology in Cement grinding line. The technology is a high-pressure grinding mill to produce cement. Shortly after the introduction of the Polycom system, another system called VRM (Vertical Roller Mill) technology had grabbed the attention of big giants in the field. The VRM is a vertically placed large sized machine which is equipped with some rollers used for grinding raw material. It also consists of one table which is rotated by an electrical motor and raw materials are fed on the table. The employees of cement industry are most potential and skilled as per growth of this industry increased more job opportunity for them.

At present, per capita cement consumption in Bangladesh is about 182 kg, but it will not stay there for too long. We foresee a Cement growth of 8% in 2019 and after that, it may continue with 10 % growth for the next five years. Whereas population growth is expected 1 to 1.2% during these periods. We hope per capita consumption of cement will touch the level of 250 kg in the near future say by 2022.

Chapter: 03

Theoretical Backgrounds

When an employee leaves his work and the organization by his or her will the turnover is termed as voluntary turnover. As cited by Perez (2008), Staw (1980) described that Voluntary turnovers create significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on remaining staff or the loss of social capital.

The intention to turnover is the member's intentions to leave the firm among its employees (Kim et al., 2010). Pepe (2010) asserted that the turnover intention is the probability that measures an employee leave an organization. It is a general attitude of different employees that result from their ideas of turnover seeking for other jobs (Joseph et al., 2007). It is considered as a key determinant the individual's intention to leave the current employer (Cho et al., 2009). The intention to leave may have been caused by the individuals' negative opinions and attitudes toward their job and workplace (Shwu-Ru and Ching-Yu, 2010).

Mobley's (1982) definition most accurately reflects the conceptual position of the research. Mobley stated that turnover is "the cessation of membership in an organization by an individual who received monetary compensation from the organization" (p. 10).
More recently, the retail industry has been alert to the changing needs of employees and has modified and expanded position offerings to address these needs (Ulschak & Snowantle, 1992). The dynamics have changed the way positions are developed and will evolve over an employee's tenure with the organization. Additional insight into the causes of employee turnover or leaving factors within an organization helps to focus attention on finding real solutions to a problem that will not disappear.

As a large organization it is a common phenomenon to expend lot of time on requirement and an employee management. Sometime organization takes some strategy to increase revenue but they are careless on Human resource Management.

E.W. Vetter viewed human resource planning as “a process by which an organization should move from its current manpower position to its desired manpower position. Through planning, management strives to have the right number and right kind of people at the right places at the right time, doing things which result in both the organization and the individual receiving maximum long-run benefit.”

According to Leon C. Megginson human resource planning is “an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organizational objectives and satisfy the individual needs and goals of organizational members.”

So we can say the process of determining of organization’s human needs is called Human Recourse planning. The process by which an organization ensures that it has the right number and kind of people in the right places at the right time; who are capable of performing their assign job efficiently and effectively.

Chapter: 04.

Analysis of the Study

As per thesis topic "Analyzing the factors which influence an employee's to leave employment" collected three years organizational HR report and find out some influence factors cause.

4.1 Table Three years employee's List.

Employees Class	Dec' 2018	Dec' 2019	Dec' 2020	Dec' 2021
Jr. Worker	200	178	172	165
Sr. Worker	170	155	161	171
Officer	88	82	88	91
Total	458	415	421	427

4.2 Employees Density in 2018

Jr. Worker (200/458)*100=44%

Sr. Worker (170/458)*100=37%

Officer (88/458)*100=19%

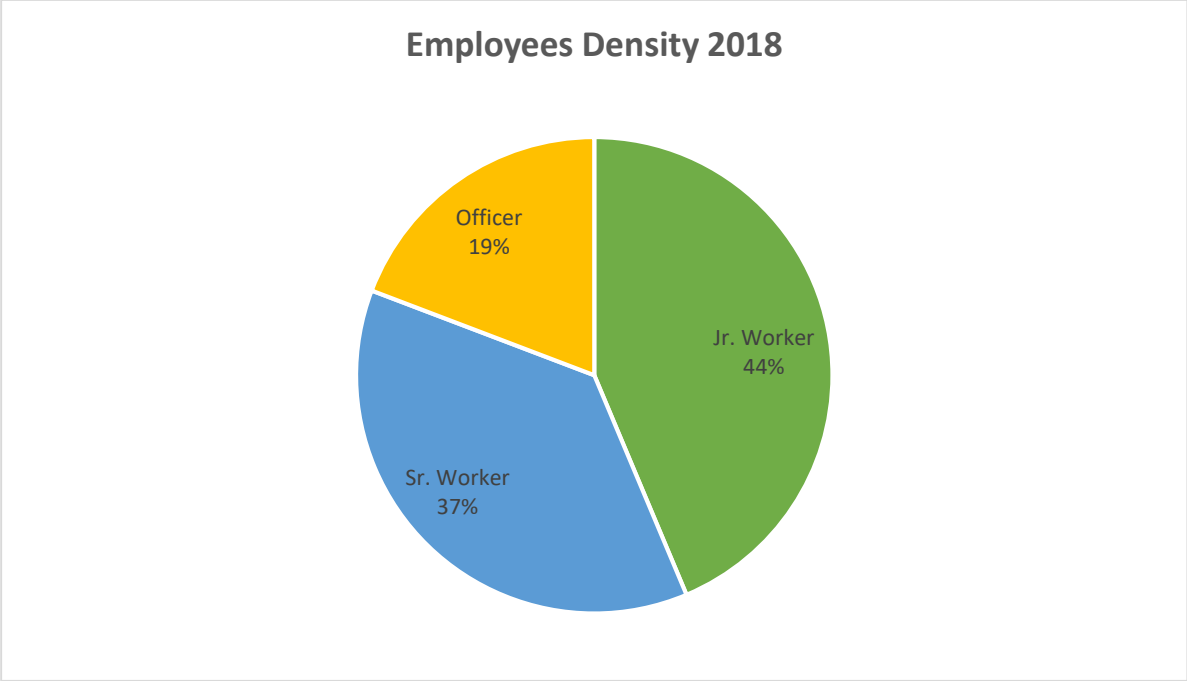


Figure 01: Employment Graphical Position 2018.

4.3 Employees Density in 2019

- Jr. Worker (178/415)*100=43%
- Sr. Worker (155/4415)*100=37%
- Officer (82/415)*100=20%

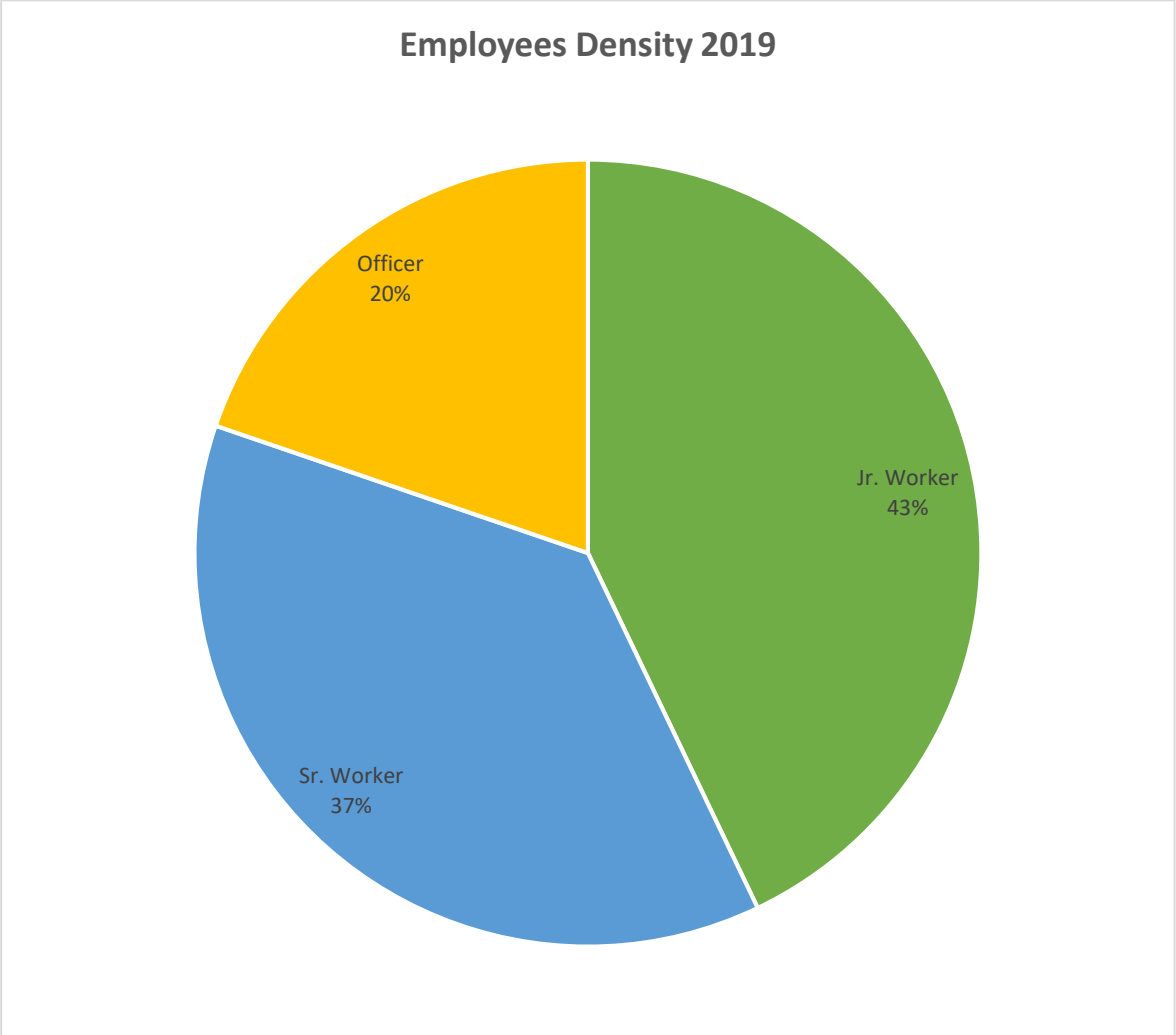


Figure 02: Employment Graphical Position 2019.

4.4 Employees Density in 2020

- Jr. Worker (172/421)*100=41%
- Sr. Worker (161/421)*100=38%
- Officer (88/421)*100=21%

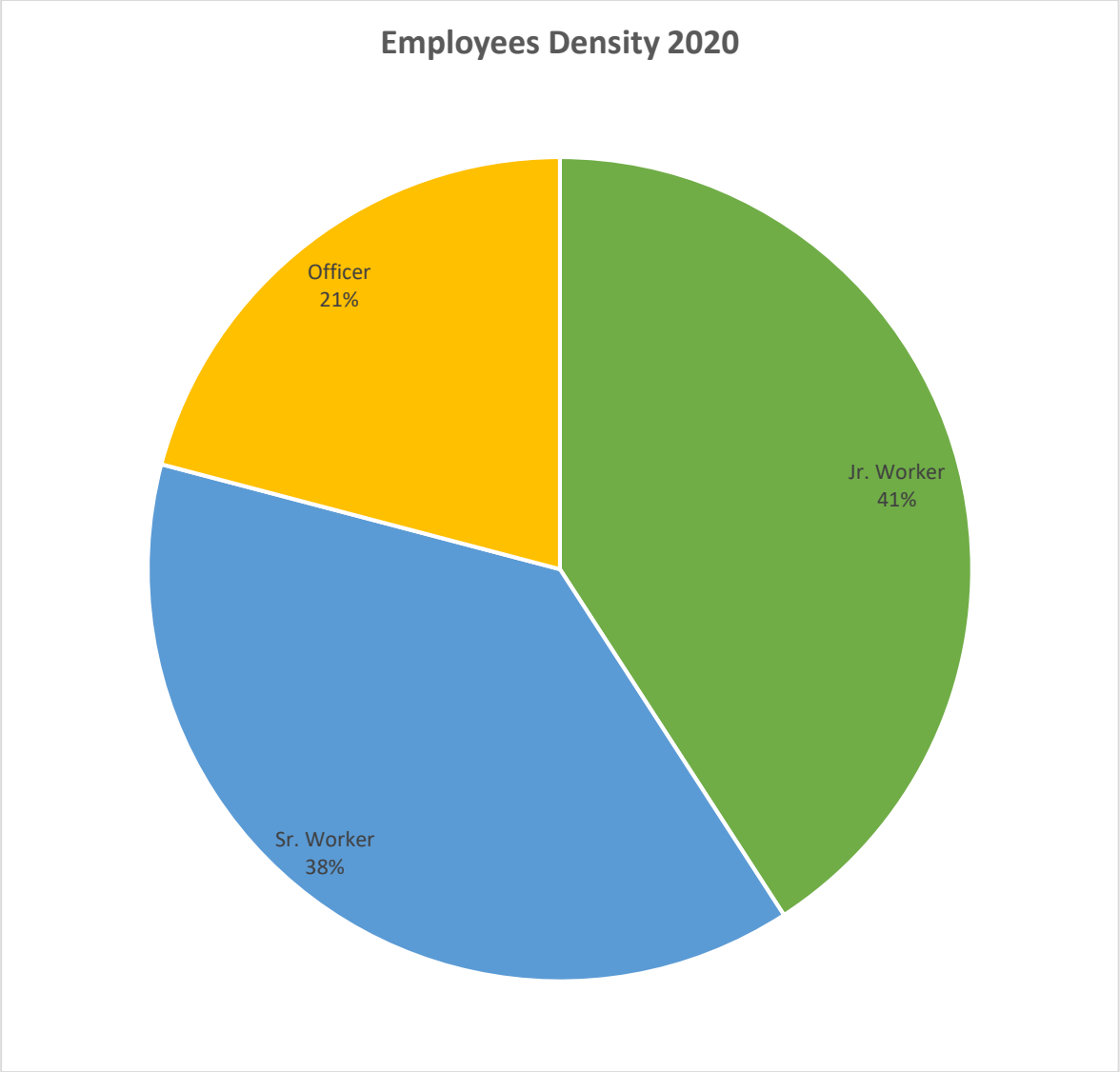


Figure 03: Employment Graphical Position 2020.

4.5 Employees Density in 2021

- Jr. Worker (165/427)*100= 39%
- Sr. Worker (171/427)*100= 40%
- Officer (91/427)*100= 21%

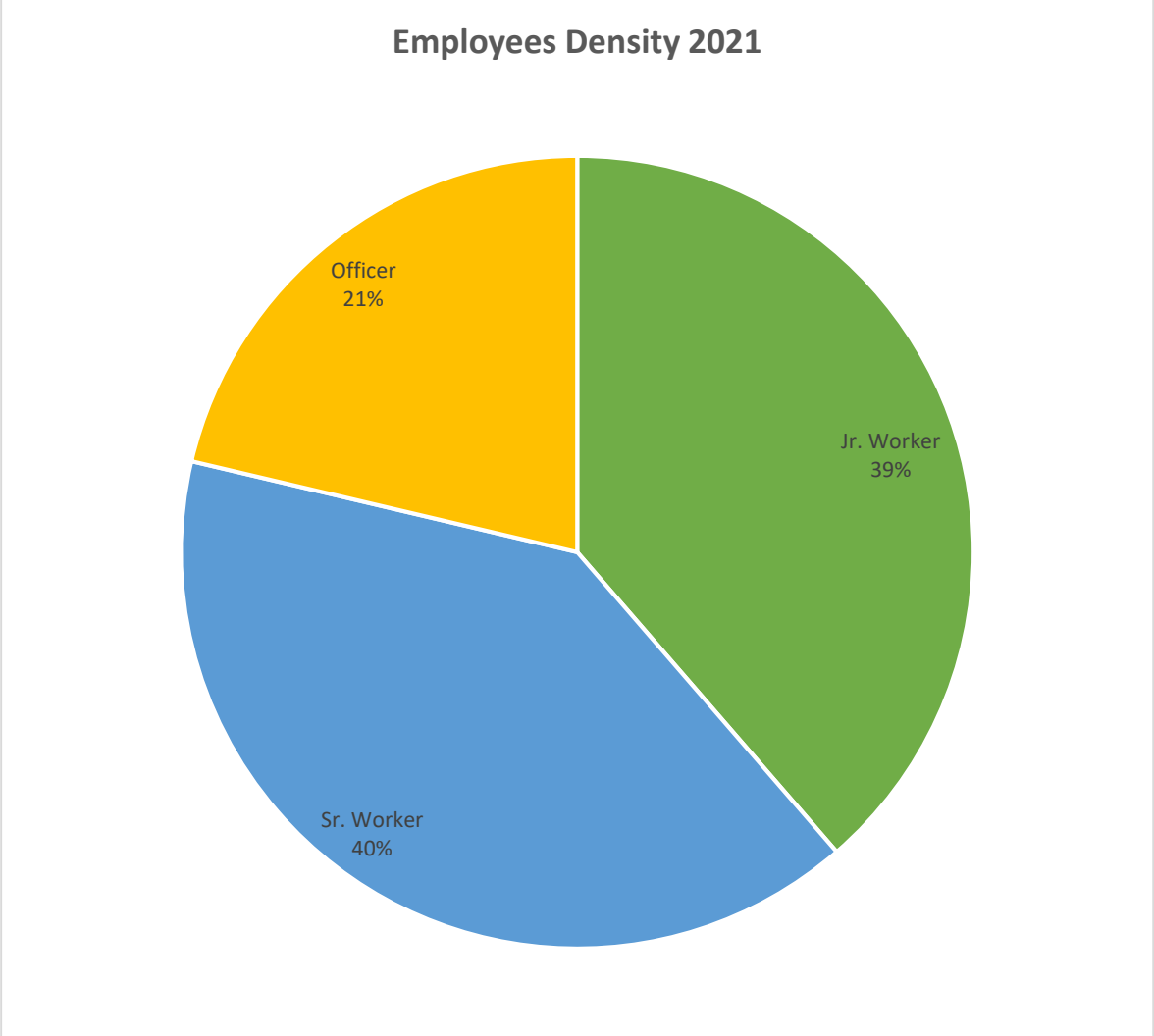
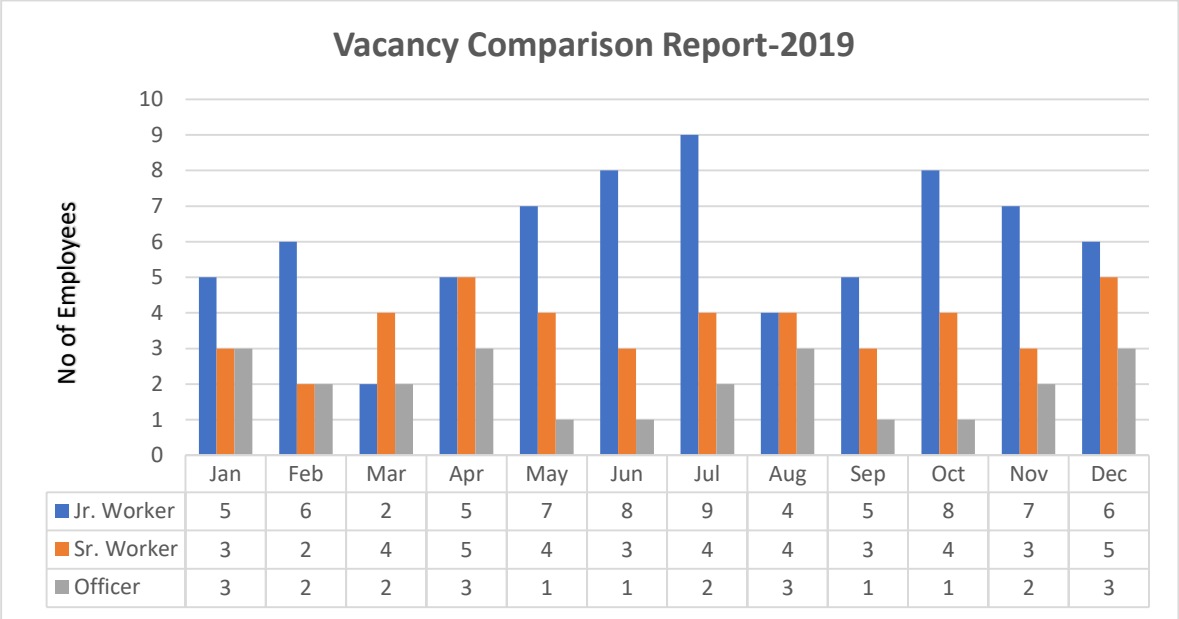


Figure 04: Employment Graphical Position 2021.

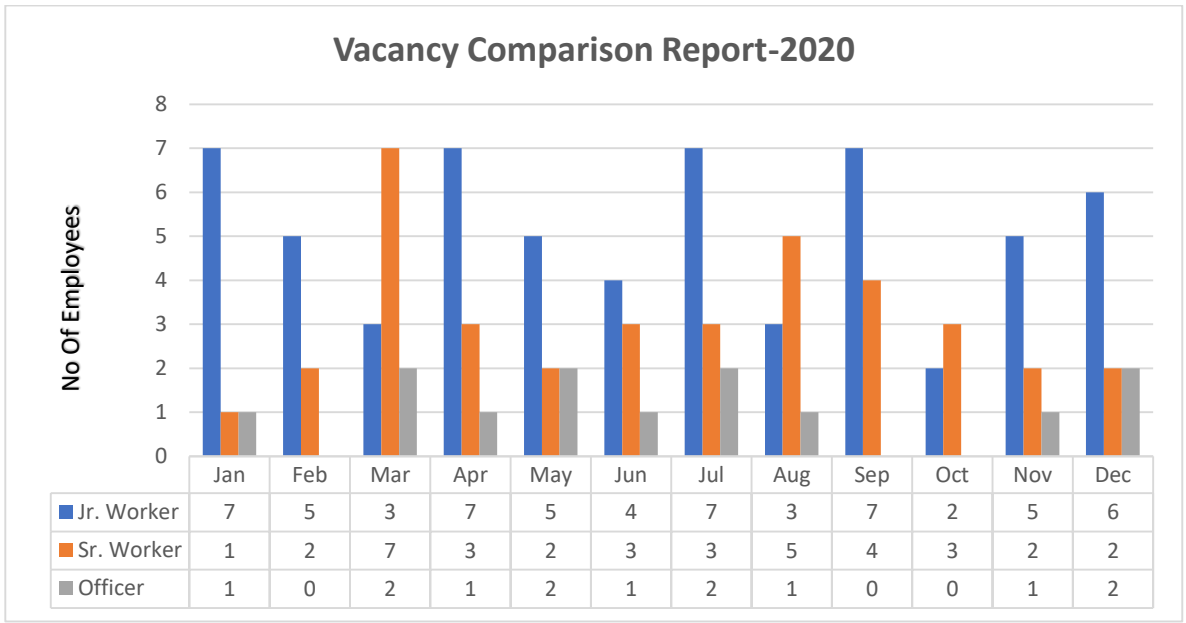
4.6 Vacancy Comparison Report- 2019



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Jr. Worker	5	6	2	5	7	8	9	4	5	8	7	6
Sr. Worker	3	2	4	5	4	3	4	4	3	4	3	5
Officer	3	2	2	3	1	1	2	3	1	1	2	3

Figure 05: Monthly Vacancy Comparison 2019

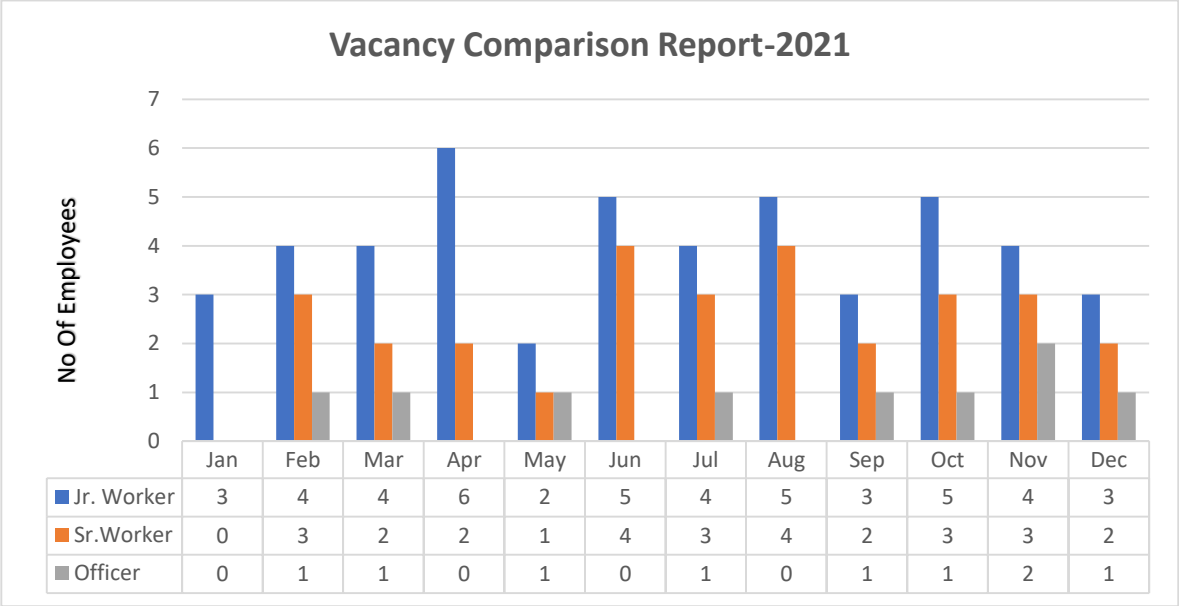
4.7 Vacancy Comparison Report- 2020



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Jr. Worker	7	5	3	7	5	4	7	3	7	2	5	6
Sr. Worker	1	2	7	3	2	3	3	5	4	3	2	2
Officer	1	0	2	1	2	1	2	1	0	0	1	2

Figure 06: Monthly Vacancy Comparison 2020

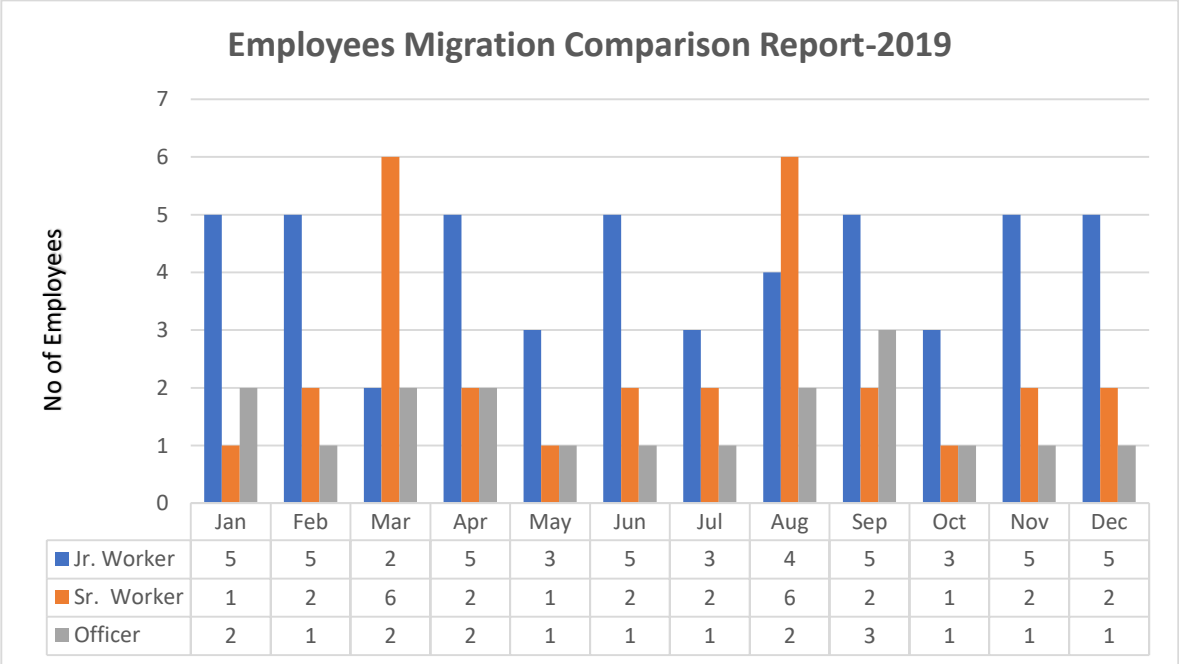
4.8 Vacancy Comparison Report- 2021



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Jr. Worker	3	4	4	6	2	5	4	5	3	5	4	3
Sr.Worker	0	3	2	2	1	4	3	4	2	3	3	2
Officer	0	1	1	0	1	0	1	0	1	1	2	1

Figure 07: Monthly Vacancy Comparison 2021

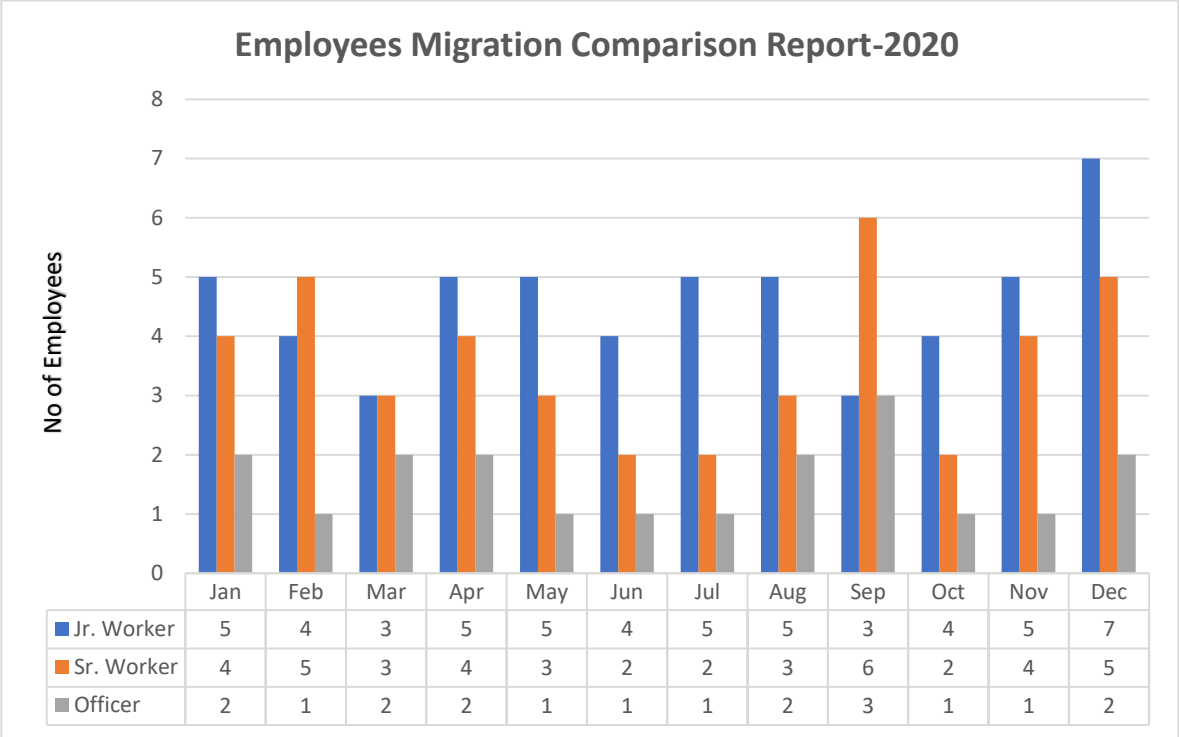
4.9 Employees Migration Comparison Report-2019



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Jr. Worker	5	5	2	5	3	5	3	4	5	3	5	5
Sr. Worker	1	2	6	2	1	2	2	6	2	1	2	2
Officer	2	1	2	2	1	1	1	2	3	1	1	1

Figure 08: Migrated Employees 2019

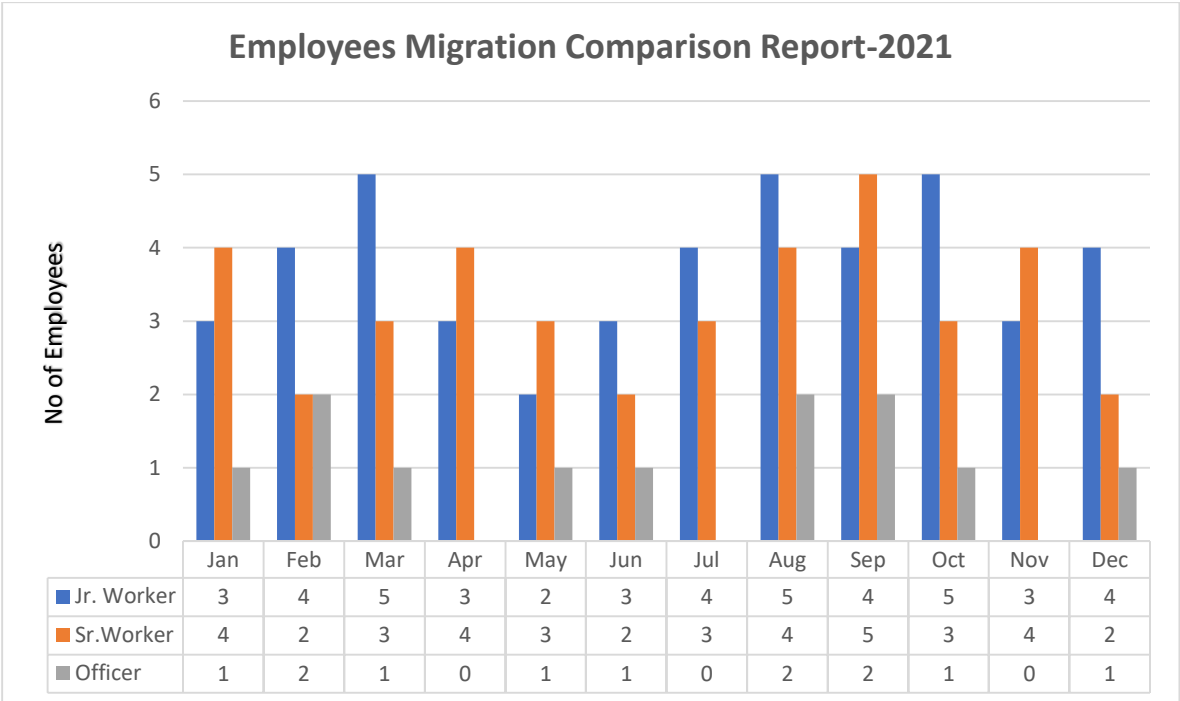
4.10 Employees Migration Comparison Report-2020



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Jr. Worker	5	4	3	5	5	4	5	5	3	4	5	7
Sr. Worker	4	5	3	4	3	2	2	3	6	2	4	5
Officer	2	1	2	2	1	1	1	2	3	1	1	2

Figure 09: Migrated Employees 2020

4.11 Employees Migration Comparison Report-2021



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Jr. Worker	3	4	5	3	2	3	4	5	4	5	3	4
Sr.Worker	4	2	3	4	3	2	3	4	5	3	4	2
Officer	1	2	1	0	1	1	0	2	2	1	0	1

Figure 10: Migrated Employees 2021

Chapter: 05
Findings

The above circumstance it is clear that worker job leaving tendency is so high then others. Also officer level yearly job leaving Arithmetical mean very lower than other. That will be clear by the flowing table and comparison presentation.

5.1 Table: Three years migrated Employees

Migration	2019	2020	2021
Jr. Worker	50	55	45
Sr. Worker	29	43	39
Officer	18	19	12
Total	**97**	**117**	**96**

5.2 Table: Three years Vacancy position

Vacancy	2019	2020	2021
Jr. Worker	72	61	48
Sr.Worker	44	37	29
Officer	24	13	9
Total	**140**	**111**	**86**

5.3 Three years Recruitment Comparison.

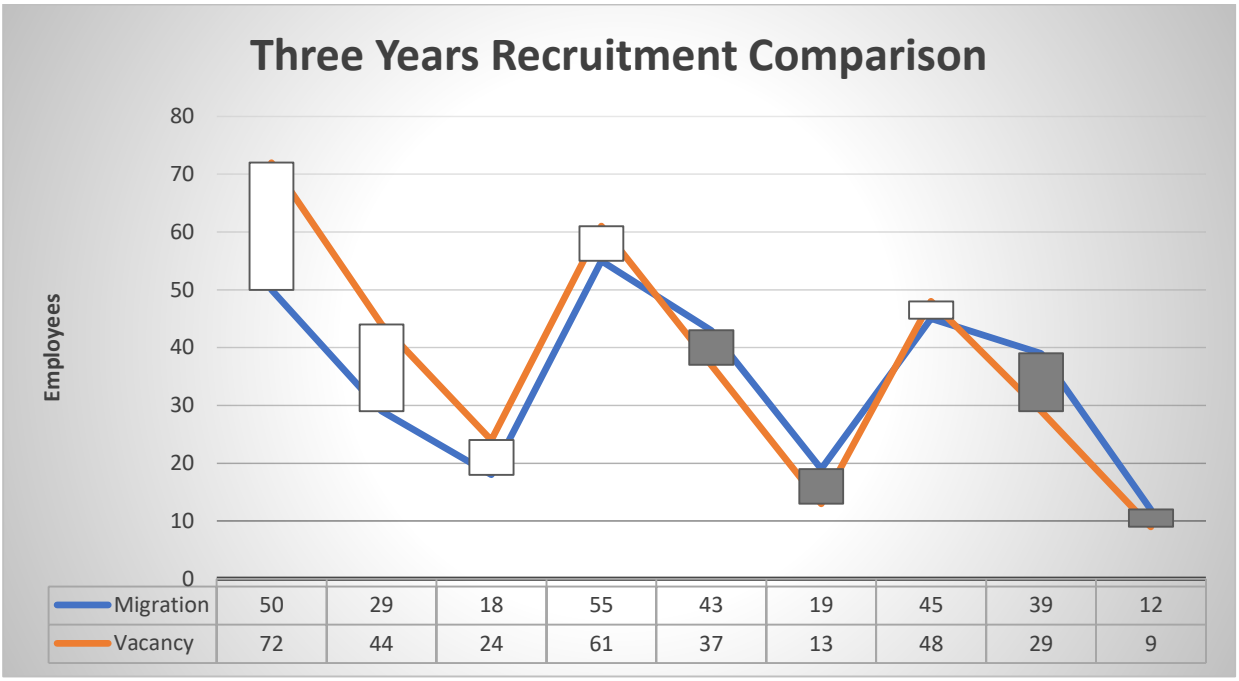


Figure 11: Recruitment Comparison

5.4 Observation Summary:

1. Recruitment target is not fill-up time to time according to vacancy position.
2. Worker level changed their job frequently than officer level.
3. Officer level migration and vacancy position proved that they are not changing job frequently.
4. Recruitment source 90% internal which is not good for an organization.
5. Covid-19 effected 2019 employment works so has big difference between migration and vacancy position.
6. Succession planning and management required more corrective action.

5.5 The Factors:

- **Payment Strategy:** Most of the employees in this organization have been suffering for payment strategy. Timely payment is a corporate culture but this organization management fails to maintain this culture. Worker level per head average income Tk 7500.00-12000.00so delay payment increase mental pressure which influence them to searching others job.
- **Lack of career growth:** Management promoted employees by their performance but some time it is not possible to promote all at a time. So few employees are getting disappointed and searching their desired position on others organization as a result increase job seeker.
- **Location Factor:** Mainly worker level always try to work their local area. When they find their desired job with good compensation they join there. On other side senior or officer level employees try to leaving divisional or city area to get more flexibility. All type of industry in this time does not provide transportation facility in our country so Job location is a factor behind job changing.
- **Role of Stressors**: Staw (1980) identified three role stressors, which contribute to employee turnover. These three role stressors are role ambiguity, role conflict, and role overload. Almost the opposite of lack of responsibility, role stress is a result of work environment perceptions and thus, influences affective responses such as organizational commitment. Role ambiguity results when an employee is uncertain how to perform the job. This could occur when there are undefined management positions within an organization. Role conflict is experienced when an employee receives two or more sets of expectations or demands that are incompatible and cannot be simultaneously satisfied (Churchill, Ford, & Walker 1976).
- **Conflict:** The role of ambiguity and role conflict are stressors that are experienced within the organizational framework itself. Conflict is a disagreement among two or more individuals. In HR views conflict is natural. Sometime conflict leads to improvement in a group performance and it can be desirable state. An industry conflict has a great roll on employee's performance. When management fails to optimize this problem; employees are influence to leave their job for mental satisfaction. Interpersonal conflict is a part of human life but when it increase frustration level human try to overcome from that situation eventually.

- **Work overload:** Over work can burn out each person. On the pandemic situation some employees fail to join their job accordingly job load increased to others. At the result production team burn out and influence them to leaving the job.
- **Working Environment**: Work environment refer to the surround feature that cover the circumstance in which employees work and impact jobs. Corporate condition, benefit, innovation, motivation, promotion will increase productivity and acknowledges the contribution of employees. Negative work environment has done opposite situation. So leaving organization it has an important role.
- **Communication gap:** Communication gap in a workplace can create conflict in relationships among co-workers, supervisors and subordinates. Mainly worker level cannot overcome from that situation as a result it's affected in performance appraisal, carrier growth, financial benefits etc.
- **Secret financial offer:** Some of industry offered high salaries to skilled employees for their new plant to achieve desired business goal. Mainly erection period they engaged skilled worker, staff which has an opportunity on financial benefits.
- **Fail to evaluate high potential employees:** There are some especial employees in each organization that has an extra talent, leadership &self-motivational positive approach, congenial attitudes on organizational culture and goal. Some time management fails to respect & evaluate them. As Vincent van de Belt, director of Vandebelt & partners talent management consultancy, point out "If an organization is not able to distinguish between performance and potential, it will have difficulty identifying talent." Skilled employees and potential employees has a difference when management fail to identify them employees starting searching new place to prove them.
- **Lack of Respect:** Many businesses sectors now a day have been criticized for not giving employees the respect that they feel and they deserve. Employees expect to be treated with dignity and respect at all levels of the job. If organization fails to respect employees it will increase turnover. In the book The One Minute Manager, the authors mention that people are not pigeons, they think for themselves, and do not want to be manipulated by others (Blanchard & Johnson, 1982).

Chapter: 06

Recommendations & Conclusion

6.1 Recommendations

1. **Recruiting Right people**: It should be identified on a recruitment what your requirement are. You should be an idea on the job and it details. Also are required a balance on skill and unskilled employment.
2. **HR Forecasting:** Human Resource Forecasting is the process of determining or forecasting a company's staffing requirements using existing data. Human resource forecasting aims to ensure that a company has the right quantity and quality of personnel to achieve its strategic objectives. We find on the above data employees migrated each month that means current forecasting time horizons are present there but short-run, long-run forecasting will reduce cost and help on HR planning.
3. **To Improve Compensation policy:** Compensation is reward for services. Compensation is the value of work of the employees according to the agreement between employer and employee. Compensation is given by the employer and received by the employees. So a mutual understanding must be present between the parties. Also required attention on compensable factors such as responsibility, judgment, experience and training, Supervision, Knowledge, Originality, Working conditions, Nature, purpose of inter-personal relationships.
4. **On time Increment:** There is 39-42% Jr. Worker**,** 37-40% Sr. Worker and 19-21% officer are working in this organization. But yearly increment is not providing by on time. Most jr. Worker who has work under low compensation package they lost their patient and daily commodities price pick up day by day so as per employees satisfaction timely increment is most important for an organization.
5. **Standardize performance reviews:** Making the performance review a collaborative, dynamic and continuous process that works to improve the relationship between an employee and a manager, rather than put up walls between them, is the way to go. For instance, functionality in human capital

management (HCM) or human resources management system (HRMS) software remains the performance review as a process that aligns the manager and employee on goal setting, offers an opportunity to reflect on the progress and provides rewards in response to high performance. Tying goals to actionable metrics and viewing them through performance management dashboards helps managers easily automatically updates goals in real time.

6. **Analyze existing turnover to find issues:** The ability to collect, analyze and act on turnover-related data in real time and compare it to historical trends will be essential to finding, developing and retaining your best employees. Software can break down turnover numbers by quarter and year, voluntary vs. involuntary, business unit, department and geography. It can report on termination root causes, top performer turnover trends and turnover demographics (breaking down turnover by age, ethnicity, gender, etc.) to reveal trends and insights that can positively influence an organization's talent management strategy. It's becoming increasingly important for HR professionals to have data analysis skills so they can evaluate and interpret all this information in a way that can help the business. This includes skills-gap analysis and identifying flight risks.

6.2 <u>Conclusion</u>: Employee turnover can also be the result of poor policy, unskilled management and negative company culture, lack of career opportunities and advancement, inaccurate job descriptions. As a result employees become disengaged from their job and frustrated on carrier growth. Organization culture and work place environment are motivated employees on best contribution. To reduced job leaving factor management should focus on compliance and standardization perfectly. Organization must learn to adjust their traditional practices to avoid compounding the employee turnover problem. The study therefore makes some recommendations arising from the empirical analysis, to reduce employee's turnover in the ACMl-02 ltd. Awareness and training program to employees about the retention strategies in the ACML-02 ltd play an important role in employee's turnover reduction. Leaving employment has a cost effect in organization; it also results in lots of customer satisfaction and standardizations.

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