
A STUDY ON ATTRITION LEVEL IN PONDICHERRY POLYMERS PRIVATE LTD., PUDUCHERRY
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ABSTRACT

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

The main objectives of this study is to know the reasons, why attrition occurs, to identify the factors which make employees dissatisfied, to know the satisfactory level of employees towards their job and working conditions and to find the areas where Pondicherry Polymer Private Ltd is lagging behind.

Attrition

"A reduction in the number of employees through retirement, resignation or death". **Attrition**, also known as employee churn, employee turnover, or employee defection, is an industrial term used to describe loss of employees or Man power.

Attrition is pretty high in the industry these days. Attrition is a universal phenomenon and no industry is devoid of it, but the degree fluctuates from industry to industry. Attrition is a serious issue in the industries because the industry is knowledge-based and hence employees are its "assets".

Deficiencies like inability to influence employee perception of growth; not aligning employees to roles based on their individual talent, inflexibility in leadership styles, are causing conflicts at a very intrinsic level, resulting in knowledge employees choosing the proverbial "easy way out."

Attrition occurs due to INEFFECTIVE MANAGERS...

Says BEENA HANDA, Vice-President-HRM of Claris Life sciences. "Attrition also happens when people hate their working conditions, do not like their team-mates or perhaps do not like what they are doing. There are also cases when people leave their job for family reasons or when they wish to migrate. For example, girls often leave their jobs when they get married and shift to another city,"

A WORKFORCE MAGAZINE ARTICLE, "*Knowing how to keep your best and brightest*," reported the results of interviews with 20,000 departing workers. The main reason that employees chose to leave was poor management. HR magazine found that 95 percent of exiting employees attributed their search for a new position to an ineffective manager.

ATTRITION IS A CRITICAL ISSUE

Whenever a well-trained and well-adapted employee leaves any organization, it creates a vacuum. The organization loses key skills, knowledge and business relationships. And it is not an easy task to find a sustainable substitute. "Situation is worse when it happens at a critical (decision making) position, as there is a scarcity of such technical resources in the market," explains Head HR, who feels attrition directly affects the company. "Employees want not only work recognition, but also extra perks."

Rathi's recommendation

Dr NANDKISHORE RATHI, placement officer, IIT-B, has a few tips to reduce attrition,

❖ **For HR managers**

- Consider both a person's culture-fit and job-fit.
- Understand the expectations at the entry level.

❖ **To curb a high attrition rate**

- Top management should communicate continuously with all the employees about the vision and mission of the company.
- Support HR initiatives aimed at retaining people.
- Line managers or project managers should establish a connection between the lower-level and top management.
- Manage the company's growth properly.
- Develop leaders at all levels.
- Train leaders in the skills they need to manage effectively.

❖ **Reduce Attrition: Managers and Professional Employees**

We can help you adjust your company vision and manager's performance reviews to reflect employee turnover, and provide mentoring and interpersonal training to inexperienced managers.

- Develop and communicate a strong strategic vision
- Provide relationship coaching and help people develop to their potential
- Reward managers for their relationship skills - not only on technical know-how and financial results.

PRINCIPAL REASONS FOR WHICH THE PEOPLE CHANGE JOBS

- It doesn't feel good around here. This is a corporate culture issue in most cases. Workers are also concerned with the company's reputation; the physical conditions of comfort, convenience, and safety, and the clarity of mission.
- They wouldn't miss me if I were gone. Even though leaders do value employees, they don't tell them often enough. If people don't feel important, they're not motivated to stay. No one wants to be a commodity, easily replaced by someone off the street. If they are regarded as expendable, they'll leave for a position where they're appreciated.
- I don't get the support I need to get my job done. Contrary to opinions heard all-too-often from management, people really do want to do a good job. When they're frustrated by too many rules, red tape, or incompetent supervisors or co-workers, people look for other opportunities.
- There's no opportunity for advancement. No, we're not talking about promotions, although many deserving people would like to move up. The issue here is learning. People want to learn, to sharpen their skills and pick-up new ones. They want to improve their capacity to perform a wide variety of jobs. Call it career security. The desire is for training and development. If workers can't find the growth opportunities with one company, they'll seek another employer where they can learn.
- Compensation is the last reason people most leave. That's a brash statement, but it's true. Workers want fair compensation, but the first four aspects must be strong. If they're not, but money's high, you'll hear people say "you can't pay me enough to stay here."

ATTRITION: A Key Element to a Successful Staffing Program...

Says **KEN GAFFEY**, employee of CPS Personal Services.

Attrition is the loss of an employee through voluntary resignation, or involuntary resignation. (Sometimes due to illness or death, but even staffing has limits on what it can control.) It results in the loss of the investment made to hire this person and, based on the time they have been with the company, the loss of training and professional development invested in this person. As staffing

professionals, our reaction to attrition is not unlike a fireman's response to fire, or a doctor's response to a fever. It is the enemy.

- Attrition may be the result of other companies offering better salaries and benefits, but that does not mean you have to feel the need to respond.
- Attrition, like everything else in life, has a price. If you throw enough money at it, you can make it go away. However, when the cost of preventing attrition exceeds the cost of hiring and training new employees, then the real enemy is the assumption that all attrition can and should be prevented.
- Attrition allows HR and Staffing to be exposed to a level of honest feedback via exit interview data that they would never get from an employee who intended to remain and hopefully build a career within the company.
- Attrition is not only a function of "how many" left this year, but "who" left this year.

❖ Exit Interviews

Exit interviews provide an excellent source of information of internal problems, employees' perceptions of the organization, underlying workplace issues, and managers' leadership abilities.

"...People don't leave jobs, they leave managers..! Replace managers who will not develop relationship skills..."

ATTRITION OCCURS DUE TO...

- Ineffective managers and management.
- Employee's ineffective compatibility with supervisors.
- Inadequate working environment and conditions.
- Lack of pay for performance.
- Loss of opportunity for employee's advancement.
- Pushing employees into contracts, agreements or bonds.
- Hiring over qualified people in corporate by the management
- Lack of attention paid to the employee.
- Lack of communication towards the superiors.
- Inadequate training to the employees.
- Loss of development in relationship between employees.
- Uncontrollable stress.

OBJECTIVES OF THE STUDY

- To know the satisfactory level of employees towards their job and working conditions.
- To identify the factors which make employees dissatisfied.
- To find the areas where Pondicherry Polymer Private Ltd is lagging behind.
- To know the reasons, why attrition occurs.
- To find the ways to reduce the attrition in Pondicherry Polymer Private Ltd.

RESEARCH METHODOLOGY

TYPES OF DATA COLLECTED

- **Primary Data**

Questionnaires are prepared and personal interview was conducted. Most of the questions are consist of multiple choices. The structured interview method was undertaken. The interview was conducted in English as well as in Tamil.

Secondary Data

Secondary data was collected from Internets, various books, Journals, and Company Records.

SAMPLING PLAN

A sampling plan is a definite design for obtaining a sample from the sampling frame. It refers to the technique or the procedure the researcher would adopt in selecting some sampling units from which inferences about the population is drawn. Sampling design is determined before any data are collected.

Selective Sampling technique was adopted. In this method the researcher select those units of the population in the sample, which appear convenient to him or the management of the organization where he is conducting research.

SAMPLE SIZE

Nearly 50 samples are taken in Pondicherry Private Ltd.,

PERIOD OF SURVEY

The period is from August, 2015 to September, 2015.

TOOLS USED

- ❖ Percentage method
- ❖ Chi-square test
- ❖ Correlation
- ❖ Weighted average method and
- ❖ Analysis of variance (TWO-WAY ANOVA)

Results and Discussion

- From the Survey it is found that, 70 % belongs to the age group of 18-25 years, 24 % belongs to the age group of 26-35 years, 6% belongs to the age group of 36-45 years.
- The study has found that 32% are married and 68% are unmarried.
- According to the respondents, 42% are below H.Sc, 26% completed H.Sc, 24% are upto UG or PG, 8% are ITI.
- The survey found that 46% belongs to 0-2 years experience, 42% belongs to 3-5 years experience, 2% belongs to 6-8 years and 8% belongs to experience of above 8years.
- According to the survey 6% are from Top-level, 34% are from Middle-level and 60% are from Lower-level management and no any contracted persons.
- The study has found 32% has <1 year experience in the existing company, 16% has 1-2 years experience, 16% has 2-3 years experience, 36% has >3 years work experience in the company.
- From the Survey it is found that, 4% are rarely understood about their job, 16% are somewhat understood, 24% are pretty much in their job, 56% are totally understood about their present job.
- The study has found that 18% of employees get dissatisfy due to work pressure, 12% due to management decisions, 14% due to working environment, 20% due to pay structure and 36% gets dissatisfy due to other personal factors.
- It has been found that 42% of respondents say that they have some decrease level in their dissatisfaction level, so majorly there is a decrease in those factors.
- The study has found that 34% of respondents suggest working environment and 28% suggest employee motivation to be improved internally.
- From the survey it is found that 38% suggest for development in the existing products, 20% suggest for training programs to be improved externally.
- From the respondents it has been found that 40% prefers to change job due to lack of growth in their career, 36% for family issues, and 16% for their monetary benefits.

- The study has found that 66% of respondents say that they have opportunity to learn further, so it infers that the respondents have opportunity to learn.
- From the survey it is found that 70% of respondents have freedom to convey problems to the top-level, so it infers that there is a good flow of communication channel.
- The study has found that 78% of respondent's creativity is considered in the organization.
- From the survey it is found that 88% of respondent's prefer no effect of whistle-blowing, this infers that there is no such an effect which can lead to attrition.
- The study has found that 30% of respondents are moderately satisfied with their transportation facility, 12% are moderately dissatisfied.
- From the survey it has been found that 46% of respondents are moderately satisfied with their accommodation facilities and 40% are highly satisfied.
- From the chi-square analysis it has been found that there is significant difference regarding Freedom to convey problems and Considerations for employee's creativity factors.
- From the correlation analysis it is inferred that, when the employee's understand about their job well then they adopt to the organization, so there will be a decrease in the dissatisfaction level.
- From the Analysis of variance it is inferred that there is no any significant difference between the decreases in the dissatisfaction level of employees and the years of experience in the existing company.

SUGGESTIONS AND RECOMMENDATIONS

- More than half of the employees are satisfied with their nature of job and with their working conditions. So the company can attain a further improvement level for the rest if it guides its employees.
- Very few employees are comfortable with their present salary. Majority of them has the opinion that low salary is their problem in their organization. So the Company is suggested to provide salary, which satisfies its employees at least to some extent.
- Many employees suggest improving working environment and employee motivation in the survey. So the company should give attention to the factors which it can improve itself internally.
- Many of the respondents suggest improving some developments in the existing product. So the company can be benefited if they consider the employees view for their long run.
- The company has less number of employees so the company could recruit many new employees. So, there will be a decrease level in work pressure among employees.
- Even though the employees are satisfied with their job nature, it is identified in the study that many employees prefer to change their job due to lack in their growth opportunities in their job. So the company can look for some Innovative technologies to decrease their attrition level by providing growth opportunities.
- The company should conduct regular meetings to know about what exactly employee expects.
- The company may give training like Personality Development and Self improvement training to the employees, every three or six months once this status has to be reviewed and necessary action can be taken. It is better to have such training in the future.

CONCLUSION

The main aim of any organization is to earn profit. But to attain the maximum profit, the organization should concentrate more on employees and the ways to retain them for their long run. From the study it is identified that, the Lack of growth opportunities and the Family issues are the major problem which makes employees to change their job from this organization.

This study concludes that to reduce attrition, Pondicherry Polymers Private Ltd should create some opportunities for the growth of their employees through adopting new Innovative Technologies, Effective training programs and the company can recruit people's who are around , so the family issue factor will not lead to attrition in future and the company can curb attrition.

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Appendix

Classification of the respondents based on their **AGE LEVEL**

S.No	Age	No. of Respondents	Percentage
1	18-25	35	70
2	26-35	12	24
3	36-45	03	06
4	Above 45	0	0
Total		50	100

Source: Primary Data

Classification of the respondents based on their **MARITAL STATUS**

S.No.	Marital status	No. of Respondents	Percentage
1	Married	16	32
2	Unmarried	34	68
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **EDUCATIONAL QUALIFICATION**

S. No	Qualification	No. of Respondents	Percentage
1	Below Hr. Sec	21	42
2	Hr. Sec	13	26
3	UG or PG	12	24
4	I.T.I and Others	04	08
Total		50	100

Source: Primary Data

Classification of the Respondents based on their YEARS OF EXPERIENCE

S.no	Years of Experience	No. of Respondents	Percentage
1	0-2 years	23	46
2	3-5 years	22	42
3	6-8 years	01	02
4	Above 8 years	04	08
Total		50	100

Source: Primary Data

Classification of the Respondents based on their ROLE

S.No	Role of Employees	No. of Respondents	Percentage
1	Top Level Management	03	06
2	Middle Level Management	17	34
3	Low Level Management	30	60
4	Contract Persons	0	0
Total		50	100

Source: Primary Data

Classification of the Respondents based on their YEARS OF EXPERIENCE IN EXISTING COMPANY

S.no	Years of Experience in company	No. of Respondents	Percentage
1	<1 year	14	32
2	1-2 years	08	16
3	2-3 years	08	16
4	>3 years	18	36
Total		50	100

Source: Primary Data

Classification of the Respondents based on their UNDERSTANDING ABOUT THE JOB

S.no	Level of Attitude	No of Respondents	Percentage
1	Not Really	02	04
2	Some what	08	16
3	Pretty Much	12	24
4	Totally	28	56
Total		50	100

Source: Primary Data

Classification of the Respondents based on their MOTIVATION

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	07	14
2	Moderately Satisfied (M.S)	26	52
3	Neutral (N)	15	30
4	Moderately Dissatisfied (M.D)	02	04
5	Highly Dissatisfied (H.D)	0	0
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **APPRAISAL**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	05	10
2	Moderately Satisfied (M.S)	19	38
3	Neutral (N)	24	48
4	Moderately Dissatisfied (M.D)	02	04
5	Highly Dissatisfied (H.D)	0	0
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **BASIC NEEDS**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	17	34
2	Moderately Satisfied (M.S)	25	50
3	Neutral (N)	05	10
4	Moderately Dissatisfied (M.D)	03	06
5	Highly Dissatisfied (H.D)	0	0
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **JOB NATURE**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	28	56
2	Moderately Satisfied (M.S)	16	32
3	Neutral (N)	02	04
4	Moderately Dissatisfied (M.D)	04	08
5	Highly Dissatisfied (H.D)	0	0
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **DISSATISFACTION FACTOR**

S.no	Dissatisfaction Factor	No of Respondents	Percentage
1	Work Pressure (W.P)	09	18
2	Management Decisions (M.D)	06	12
3	Work Environment (W.E)	07	14
4	Pay Structure (P.S)	10	20
5	Others	18	36
Total		50	100

Source: Primary Data

Classification of the Respondents based on their Decrease level in **DISSATISFACTION**

FACTOR

S.no	Level of Attitude	No of Respondents	Percentage
1	Not At All	07	14
2	Some what	16	32
3	Average	21	42
4	Really Good	06	12
Total		50	100

Source: Primary Data

Classification of the Respondents based on **IMPROVEMENT TO BE DONE INTERNALLY**

S.no	Internal Factors	No of Respondents	Percentage
1	Employee Motivation	14	28
2	Working Environment	17	34
3	Monetary Benefits	10	20
4	Others	09	18
Total		50	100

Source: Primary Data

S.no	Internal Factors	No of Respondents	Percentage
1	Innovative Technology	05	10
2	Training Programs	10	20
3	Development in Product	19	38
4	Others	16	32
Total		50	100

Classification of the Respondents based on **IMPROVEMENT TO BE DONE EXTERNALLY**

Source: Primary Data

Classification of the Respondents based on their option to **CHANGE JOB**

S.no	Reasons	No of Respondents	Percentage
1	Working Condition	04	08
2	Family Issues	18	36
3	Growth	20	40
4	Monetary Benefits	08	16
Total		50	100

Source: Primary Data

Classification of the Respondents based on **EFFECT OF WHISTLE BLOWING**

S.no	Effect	No of Respondents	Percentage
1	More	0	0
2	Less	0	0
3	Rare	06	12
4	No Effect	44	88
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **PROMOTIONS**

S.no	Promotion	No of Respondents	Percentage
1	Yes	27	54
2	No	23	46
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **TRANSPORT FACILITIES**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	09	18
2	Moderately Satisfied (M.S)	15	30
3	Neutral (N)	13	26
4	Moderately Dissatisfied (M.D)	06	12
5	Highly Dissatisfied (H.D)	08	16
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **RECREATIONAL FACILITIES**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	0	0
2	Moderately Satisfied (M.S)	19	38
3	Neutral (N)	15	30
4	Moderately Dissatisfied (M.D)	09	18
5	Highly Dissatisfied (H.D)	07	14
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **WORKING SPACE**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	28	56
2	Moderately Satisfied (M.S)	09	18
3	Neutral (N)	06	12
4	Moderately Dissatisfied (M.D)	02	04
5	Highly Dissatisfied (H.D)	05	10
Total		50	100

Source: Primary Data

Classification of the Respondents based on their **ACCOMMODATION**

S.no	Level of Attitude	No. of Respondents	Percentage
1	Highly Satisfied (H.S)	20	40
2	Moderately Satisfied (M.S)	23	46
3	Neutral (N)	07	14
4	Moderately Dissatisfied (M.D)	0	0
5	Highly Dissatisfied (H.D)	0	0
Total		50	100

Source: Primary Data

ANALYSIS USING CHI-SQUARE TEST- χ^2 **FREEDOM TO CONVEY PROBLEMS TO TOP-LEVEL Vs
CONSIDERATIONS FOR EMPLOYEE CREATIVITY****Null Hypothesis**

There is no any significance difference between Freedom to convey problems and Considerations for employee creativity factors.

OBSERVED COUNT

S.no	Freedom to Convey Problems		Yes	No	Total
	Employee Creativity				
1	Yes		33	02	35
2	No		06	09	15
Total			39	11	50

Source: Primary Data

EXPECTED COUNT

S.no	Freedom to Convey problems		Yes	No	Total
	Employee Creativity				
1	Yes		27.3	7.7	35.0
2	No		11.7	3.3	15.0
Total			39.0	11.0	50.0

Source: Primary Data

FORMULA

$$\chi^2 = \frac{(O-E)^2}{E}$$

COMPUTATION OF CHI-SQUARE (χ^2)

S.No	O	E	(O-E)	(O-E) ²	(O-E) ² /E
1	33	27.3	5.7	32.49	1.19
2	2	7.7	-5.7	-32.49	4.22
3	6	11.7	-5.7	-32.49	2.78
4	9	3.3	5.7	32.49	9.84
TOTAL					18.03

Source: Primary Data

The calculated value is 18.03

Degree of freedom = (R-1) (C-1) = (2-1) (2-1) = 1

Level of significance = 5%

Table value 1 of DGF and 5% level of significance = 3.854

18.03 > 3.854 - Calculated Value is greater than Tabulated Value

Hence, Null hypothesis is rejected.

ANALYSIS USING CORRELATION ANALYSIS**BASED ON RESPONDENT UNDERSTANDING ABOUT JOB VS DECREASE IN THE DISSATISFACTION LEVEL**

Let X be the understanding Level of Employees about their job.

Let Y be the decrease in the dissatisfaction level.

S.no	Factors	X	Y
1	Not At All	0	7
2	Average	22	37
3	Really Good	28	6
Total		50	50

RANKS

S.no	Rank of X	Rank of Y	$d_i^2 = (X_i - Y_i)^2$
1	3	2	1
2	2	1	1
3	1	3	4
Total $\sum (X_i - Y_i)^2$			6

$$\text{Formula } r = 1 - \frac{6 \sum d_i^2}{n(n^2-1)}$$

By substituting the data to the formula,

$$\text{Formula } r = 1 - \frac{6 * 6}{3(3^2-1)} = -0.5$$

Therefore we get **r = -0.5**

The value obtained is in negative, where it infers that a change in one variable has an opposite change in another variable. From the correlation analysis it is inferred that, when the employee's understand about their job well then they adopt to the organization, so the level of dissatisfaction get decreases.

ANALYSIS USING WEIGHTED AVERAGE METHOD

The respondents are asked about some factors listed below in the organization. Their levels of attitude for those factors are calculated below.

FACTORS	Highly satisfied	Satisfied	Neutral	Dissatisfied
Motivation	7	26	15	2
Appraisal	5	19	24	2
Basic needs	17	25	5	3
Job nature	28	16	2	4

Source: Primary Data

POINT WEIGHTAGE	4	3	2	1			
FACTORS	Highly satisfied	Satisfied	Neutral	Dissatisfied	TOTAL	AVG	RANK
Motivation	28	78	30	2	138	2.76	3
Appraisal	20	57	48	2	127	2.54	4
Basic needs	68	75	10	3	156	3.12	2
Job nature	12	48	4	4	168	3.36	1

Source: Primary Data

The above table infers that the company gives more weight age

- First to the job nature of employees, Second to the basic needs,
- Third to motivation and Finally to the appraisal factor.

This shows that the employees are very much satisfied with their job nature and they tend to retain in the same company.

ANALYSIS USING ANOVA

YEARS OF EXPERIENCE IN THE COMPANY Vs DECREASE IN DISSATISFACTION LEVEL

Null Hypothesis

- There is no any significance difference between years of experience in the existing company.
- There is no any significance difference between the decreases in dissatisfaction level.

S.no	Decrease in Dissatisfaction Level	Not at All	Somewhat Ok	Average	Really Good	Total
	Working Years					
1	<1 year	1	3	11	1	16
2	1-2 years	1	3	3	1	8
3	2-3 years	0	2	5	1	8
4	>3 years	5	8	2	3	18
Total		7	16	21	6	50

Source: Primary Data

STEPS IN TWO-WAY ANOVA

Number of all items $N = 16$ Sum of all items are $T = 50$
 T^2

Correction factor $CF = \frac{T^2}{N} = 156.25$

Total sum of squares $SST = 127.75$, Sum of squares between column samples $SSC = 39.25$

Sum of squares between column samples $SSR = 20.75$ Residual or Error $SSE = 67.75$

ANOVA

Source Of Variation	Sum of Squares	Degrees of Freedom (d.f)	Mean Square (MS)	F-ratio
Treatment between Decrease in Dissatisfaction level	39.25	3	13.08	1.737
Treatment between Years of Experience in the Company	20.75	3	6.916	
Residual or Error	67.75	9	7.527	1.088

Tabulated value for (3,9) d.f at 5% level of Significance is 3.86

i. Calculated value (1.737) < Tabulated value (3.86)

- Therefore H0 is accepted.
- This shows that there is no any significant difference between the decreases in the dissatisfaction level of employees.

ii. Calculated value (1.088) < Tabulated value (3.86)

- Therefore H0 is accepted.
- This shows that there is no any significant difference between the years of experience in the existing company.