

Labour Attrition Issues in JBL Software's Pvt Ltd.

Mr. Shree Kumar Menon, Mr. Vishal R Tomar

Assistant Professor, Smt.MMK College of Commerce and Economics, Bandra

Assistant Professor Smt.MMK College of Commerce and Economics Bandra

Abstract: *JBL Software's Pvt.Ltd has been in the field of software development since past 6 years. The company ranked 5th amongst top 10 I.T companies in India. The force behind the phenomenal growth was the hard work of founder Mr.Gopal Krishnan who started the business with minimal capital of one lakh rupees. The company has corporate offices in Mumbai and branches in U.S and Australia. It has bench strength of five thousand employees, some of them working with the company since its inception.*

Past two years the company has been facing a problem of labour attrition in excess of 35% which was far above the industry average of 30%.there was discontent on company's policy framework within senior employees and junior employees were too dissatisfied with work relations resulting into high turnover. Company Management was worried about losing talented employees. The CEO appointed high power committee, which found some issues with work environment and company policy that was responsible for the high attrition rate.

Key words: *Labour attrition, work relations*

It was a tiring day for Mr.GopalKrishnan as he unwound on sofa near the cafeteria After two round of meeting with the Company's senior employees, he was drained out. JBL software was his maiden venture in 2008 and with a capital of 100,000 he had started business of software development .in a small rented place in Mumbai. With his hard work and perseverance his efforts paid off and the company ranked fifth amongst top IT companies in India with bench strength of 5,000 employees The company has branches in U.S.A and Australia catering to overseas customer. The expansions however come with its own share of problem. Since its expansion the company has been facing a problem of labourattrition above 35% ,by and large considered to be the worst rate in IT sector, where the standard is around 30% The CEO of the company, Gopal Krishnan had to find the root cause of the teething problem, so he called meeting of the company's senior staff .The facts found was very disturbing about the company's Human Resource Environment He found that the senior Employees were not happy with company `s Human Resource Policy. They were specially disappointed with the company's promotion policy. The main issue was the company `s overseas branch which has strength of only 200 employees. The company allocated its Indian employees to overseas branch on rotational basis for two years .This assignment was on the basis of their qualification and extent of advanced knowledge in I.T, this overseas experience was considered to be an important addition to the CV of the employees, the senior employees considered themselves in an unfavorable position as they were yet to be well acquainted with latest development in IT sector. There was discontent brewing in working style and behavior. Juniors were at the receiving end of the Seniors work behavior this resulted into poor work relation between the senior and junior staff which resulted in many of them resigning and joining other companies .The dispute even resulted in company`s name being highlighted in social media for H.R issue. It is important that organizations should have conducive staff work relations which would enable employees to contribute to towards organizational growth and development with their full potential.

As an HR consultant how would you advice Mr.Gopal Krishnan to deal with this labours Attrition issue. We offer the following tentative solutions:

1. Open Discussion:

Management should arrange for open discussion of their project and their requirement so that employees are aware of new development and accordingly they can keep themselves updated about the requirement of job.

2. Sharing of Information on informal basis:

Employees among themselves can arrange session where on the informal basis they can discuss new developments and technology which will not only help to learn from each other but also will create an environment of sharing, bonding and confidence.

3. Policy and Procedural Information:

Top management should be very clear in terms of policy relating to transfer and promotion. The policy should be designed in such a way that it provides development opportunity for all. The policy may provide mentoring and supervisory role to seniors whereas juniors should be provided open turf to innovate and perform.

4. Employee Support System:

Management should try and set up a system program where skill, knowledge and abilities of senior staff is upgraded which will keep them in touch with the demand of time and technology. The support system may be in house or outsourced to other institutions.

5. Equal Employment Opportunity and Diversity program:

Under this, management can work out a policy framework which enhances industrial relations and create respectful workforce environment that allows all workforce to develop equally with a sense of contribution to inclusive working conditions and results into effective and optimum utilization of human resources and thereby reducing attrition rate.

6. Buddy system

The company can adopt buddy system like Telecom major Shyam Teleservices (SSTL) has successfully implemented. This System had reduced attrition levels to a level below the telecom industry average of 25-30. Wipro has stated "Notch Up" programme whereby they are offered a chance to study at some of the country's premier engineering and management institutes. The company claims already 500 employees have enrolled for the programme and numbers are expected to increase tenfold in next three years. The role of buddy is like a mentor or partner of the employee who has joined organization recently, he might not be an expert or highly skilled employee but he should be patient listener and have ability to resolve grievances, with good communication skills and should be able to put forth his ideas to the newcomers and they should feel comfortable to communicate with him. Buddy should be given role to introduce newcomers or junior staff to the working culture of organization. He should be confident and play a key role in training and development of employee under his guidance, a senior staff member who has knowledge and understanding about the working of organization and department can be trained to become staff buddy, whereby there will be lack of misunderstanding and better coordination between senior and junior staff.

In conclusion it can be summarized that main issue in the company was discontent among the employees pertaining to the work policies and guidelines followed to recommend staff for their overseas stint and lack of coordination between senior and junior staff member. We feel the ideal way to resolve this logjam is to have clear cut policy relating to transfer and promotion with adequate importance attached to seniority of employees, skill based development program for seniors will go a long way to hone their skill and give them confidence for challenging roles in future. Buddy system is the best technique to resolve the lack of coordination between junior and senior employees and foster better coordination between them. Senior employees will be responsible for performance of the junior employees under their wings this will ensure they try to understand subordinates viewpoint and work like a organized team, junior employees will also understand to respect seniors ideas and roles.

References

- [1]. Kalyan parbat . (2014). *Sistema adopts 'buddy' system to curb attrition*. kolkata : Times of India.
[2]. Varun Sood. (2014). *Wipro launches 'Notch Up' programme to tackle attrition*. Bangalore : The Economic times .

Annexure-

Sr. No	Table No.	Page No.
1	Village profiling data of Shahjanpur	I
2	Partners involved and their role	I

Table 1- Village profiling data of Shahjanpur

Sr. No	Particular	Details
--------	------------	---------

1.1	No. of households	610
1.2	Population	3216
1.3	Average Family Size	5-6 Number
1.4	Caste Structure	
	<i>General</i>	210
	<i>SC/ST</i>	230
	<i>OBC</i>	170
	<i>Others</i>	0

Source: Demographic and Census data from Village Secretary

Table 2- Partners involved and their role

Partners/Stakeholder	Role	Responsibility
Shikhar Dairy Private Limited	Company	<ul style="list-style-type: none"> ➤ Shikhar Dairy Private Limited (SDPL) is a section 1 company under registration with Roc ➤ It undertakes the dairy operations and milk marketing activities through SDPL with Jhansi, Uttar Pradesh as the initial implementation geography ➤ Own the plant, machineries, land and other facilities required for setting up the dairy plant ➤ Receive funding from various stakeholders ➤ Facilitate cattle loans for MBT members ➤ Compensate members for the milk produced ➤ Market the milk produced
Jan Samridhi Trust	Community Based Mutual Benefit Trust	<p>To provide community support and resources to SDPL on need basis</p> <ul style="list-style-type: none"> ➤ MBT is an investor in the equity of SDPL on account of its aggregate ownership of cattle owned by its members. MBT would primarily engage with and represent all the members. ➤ MBT would ensure repayment of debt raised by its members for purchase of cattle, organise members for fodder supply, assist in recruitment of SDPL employees from the local community and involve in the operations and governance of SDPL through various sub-committees. ➤ Share holder of SDPL ➤ Aggregate the ownership of the cattle. ➤ Engage with all the members ➤ Represent the interest of all the members ➤ Organise members for fodder supply ➤ Co-Guarantee the bank loan ➤ Shortlist employees of the company from community. ➤ Oversee the operations of SDPL through various sub-committees ➤ Maintain transparency with members about all the financial dealings ➤ Encourage members to utilize other financial services ➤ Will engage with the community at large to promote various Income Generation Programs in order to prevent migration. ➤ Will co-ordinate with other banks, institutions for community health, farmer insurance and pensions, water and sanitation, generating alternate energy source, literacy, skill development, employment generation and other complementary projects and services, ➤ Be agent of Transformation and Change. ➤ Finally own the dairy.
Farms Dairy	Providing technical inputs in managing the dairy and farm operations	<ul style="list-style-type: none"> ➤ Draw up the farm design ➤ Supervise construction of the farm ➤ Identify appropriate machinery for the farm ➤ Source Cattle for the farm ➤ Provide feed management expertise. ➤ Provide Breed Management Support ➤ Help the company in managing the farm till it is fully functional and company is ready to take on the responsibility of running the cost. ➤ Build, Operate and Transfer: The FARMS DAIRY will handhold the operations and will transfer the technical and marketing knowhow to teh SDPL team over a period of twelve months. However for overall key strategic inputs ongoing support will be available on an annual contract basis.

Shikhar Development Foundation	The local NGO Partner working on community issues	➤ SDF handholds MBT and develop their capacities in various fields of community development.
Mi India Capital Consultancy	MICC is an investor and promoter.	
SIDBI Venture Capital Limited	SCVL is a promoter	➤ Promoter ➤ Part of SDPL Board ➤ Monitor the progress of Dairy operations
Mi India Trust (MIT)	Farmfill brand is owned and registered trademark of MIT	
NAARM & NDRI	Technical advice on the Dairy practices & crop cultivation	➤ Training on silage preparation ➤ Training on best practices of Animal Husbandry ➤ Advice and Technical input on the crop production

Source: Through networking and identification processes