

**Education and Society**  
(शिक्षण आणि समाज)

**Special Issue**  
UGC CARE Listed Journal  
ISSN 2278-6864

# Education and Society

Since 1977

**The Quarterly dedicated to Education through Social Development and  
Social Development through Education**

**May 2023**

**(Special Issue-1/ Volume- II)**



**INDIAN INSTITUTE OF EDUCATION**

**128/2, J. P. Naik Path, Kothrud, Pune - 411 038**

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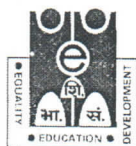
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# Indian Institute of Education

## Education and Society

Special Issue on the theme of "Advances in Commerce, Management Social Sciences and Humanities: A Multidisciplinary Approach" (International Conference organized by Deshbhakt Ratnappa Kumbhar College of Commerce, Kolhapur dated 4 May 2023)

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Publisher:

**Indian Institute of Education**

J. P. Naik Path, Kothrud, Pune- 38

Contact Numbers: 8805159904, 9834109804

Web-site: [www.iiepune.org](http://www.iiepune.org)

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Education and Society, the educational quarterly is owned, printed and published by the Indian Institute of Education, Pune. It is printed at Pratima Mudran, 1-B, Devgiri Istate, Survey No. 17/1-B, Plot no. 14, Kothrud Industrial Area, Kothrud, Pune 38. It is published by the Editor Dr. Jaysing Kalake at Indian Institute of Education J. P. Naik Path, Kothrud, Pune- 38. Opinons or views or satatements and conclusions expressed in the articles that are published in this issue are personal of respective authors. The editor, editorial board and the institution will not be responsible for the same in any way.

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## **Glimpse of Attrition in Engineering Industry**

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### **Abstract:**

Attrition is a phenomenon affecting any business organization in the industry. Over the past few years, organizations have taken an increased interest in aligning their HR practices to their business goals. Today's role of HR is different from what it was in past decades. Industrial sector has undergone major changes and transitions in manufacturing and industrial process with new innovative technologies. Lack of employee growth, inflexible leadership styles, lack of appropriate compensation, mismatch of job profile, stress and work-life balance, absence of conducive workplace environment are some reasons leading to knowledgeable employees leave the organization which might resulted into Attrition. This article focuses on impact of high rate of attrition with respect to manage knowledgeable employees. Now a days managers are interested in managing knowledge to achieve organizational goals, for that purpose organization should focus on the employees who are important for organizational overall growth and success. The researcher has taken 20 industrial units as a sample for conducting the research. It has found that there is an impact of attrition on knowledge management. The rate of attrition has direct impact on Productivity, Quality, Delivery, Safety and Morale of the employees.

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**Keywords:** Knowledge Management, Engineering Industry, Attrition, Employees, Impact, Organizational Goals

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### **Introduction:**

Attrition is the departure of employees from the organization for any reason (voluntary or involuntary) including resignation, termination, death, or retirement. Attrition rate is the rate at which employees leave an organization divided by the average number of employees at the organization over a given period. (Gartner, 2021) Attrition does not happen for one or two reasons. The way the industry is projected and speed at which the companies are expanding has a major part in attrition. The specific reasons for attrition are varied in nature and it is interesting to know why the people change jobs so quickly, even today,

The main reason for changing jobs is for higher salary and better benefits. Knowledge Management (KM) is the process of creating, sharing, using, and

managing the knowledge and information of an organization (Swan et al., 1999). Knowledge Management is the systematic management of knowledge for the purpose of achievement of organizational objectives (Skyrme, 1999). Organizations of all kinds are facing changes in business environment. Technology related changes as well as growing competitive pressure makes it necessary to manage well knowledge. Knowledge Management needs to be applied to all organizational functions. However, it will be helpful to manage knowledgeable work force if the attrition rate is low.

#### **Review of Literature:**

The literature reviewed is summarized below:

Attrition occurs when the size of the workforce decreases over time due to unavoidable factors such as employees leaving for personal or work reasons. Employees leave the company faster than they are hired, which is often beyond the control of employers (Gartner, 2021). The working atmosphere within the organization is critical factor. Human resource management practices need to be improved in order to reduce the high level of employee burnout (Sriram K. et al., 2019). A high rate of employee attrition results in financial and performance failures of the organization. The reasons for attrition between genders are also different Malhotra A., (2016). There is a risk of knowledge loss due to employee departure or long-term absence and can lead to significant consequences in terms of a firm's financial capital as well as intellectual capital (Durst S., et al., 2012). There is an influence of human resource management practices on the knowledge management process with evidence of a positive relationship between the adoption of a knowledge-based HR system and each of the knowledge management processes, but also show that the HRM practices that comprise the system have different effects on the knowledge management processes (Jimenez D., et al., 2013). Develop and implement a strong KM culture can achieve consistently high performance (Norhaiza B., et al., 2010).

In order to decrease the rate of attrition there should be positive working atmosphere in the organization. There is an influence of human resource management practices on knowledge management. Strong Knowledge Management culture will result into achieve consistently high performance.

#### **Research Methodology:**

To find out the impact of attrition on Knowledge Management, researcher has raised a few questions with a view to address a research problem i.e., managing the Knowledge of employees is one of the toughest challenges which the organizations are facing today. The kind of employee evaluation process adopted by organization and Employers need to learn about strategies for preventing and weathering this wave of Attrition are pivotal. Researcher has set two objectives one is to study the impact of attrition on knowledge management and another is to suggest effective measures to overcome the issue of attrition.

Researcher has covered selected engineering industrial units in Kolhapur District from Maharashtra State of India. The functional scope of the study is to study the issue of attrition.

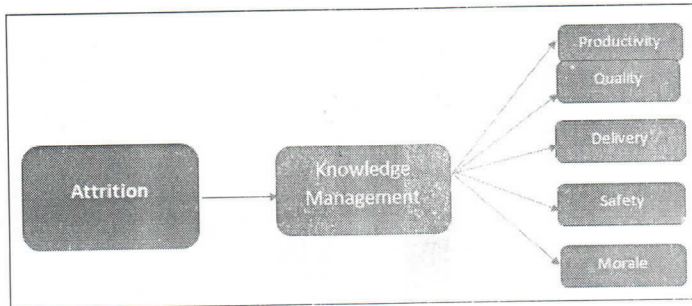
Researcher has approached conveniently to collect Primary data from 20



engineering units. (Sample is 40). The respondents for this research were HR Managers of 20 units and 2 employees from each unit having experience more than 5 years. Data collected using structured, codified and close-ended schedule.

The Independent Variable is Attrition and the Dependent Variables are Productivity, Quality (Rejection %, Statistical Quality Control), Delivery (Delivery Time Schedule- Days/ Months), Safety (Number of Accidents), Morale (Opinion Based). Knowledge Management can be used Mediating Variable.

On the basis of establishment of relationship between variables the following theoretical model is proposed to test.



Source\*: Proposed by Researchers

#### Significance of the Study:

The study of Impact of attrition on Knowledge in selected Industrial Engineering Units with reference to Kolhapur District aims to identify the awareness of Human Resource Manager as regards to the concept of Attrition and Knowledge Management in Manufacturing Sector. It is necessary to identify various challenges that are facing by Industrial Engineering on the concept of Attrition, Knowledge Management. Attrition is emerging concept. It means employees often quit jobs after accepting a better one elsewhere, so to a large extent, the drop reflected the decline in hiring for new positions. Others undoubtedly delayed in planned exit, whether to start their own business or for another reason. The study has been conducted to identify the impact of Attrition on Knowledge Management in selected Industrial Engineering Units. Attrition issue is now going on; therefore, it is essential to study the impact of Attrition. For study on Attrition, the study of or to know in detail about its impact has great importance.

#### Data Analysis:

##### Table: 1 Attrition Rate Sample Units

Following table shows the rate of attrition of 20 sample units calculated on the data collection of the previous financial year 2022-2023.



Sr.	Name of the Industrial Unit	Attrition Rate
1.	Yashodayan Industries	20.00%
2.	Synergy Green	10.33%
3.	The Kolhapur Steel Limited	8.00%
4.	Indo Count Industry Pvt. Ltd.	5.00%
5.	Mahesh Forge	4.08%
6.	Kasturi Foundry Pvt. Ltd.	4.00%
7.	Vishwakarma Founders India Pvt. Ltd.	3.00%
8.	Fortune Foundries Pvt. Ltd.	3.00%
9.	Caspro Metal Industries Pvt. Ltd.	2.00%
10.	Gnat Founders Pvt. Ltd.	2.00%
11.	Sound Casting Pvt. Ltd.	2.00%
12.	Marvelous Metals Pvt. Ltd.	1.09%
13.	Maharashtra Engineering	1.00%
14.	Mihir Auto Components	1.00%
15.	Ashapura Castings	1.00%
16.	Kelson Engineers and Fabricators	1.00%
17.	Yash Metallics Pvt. Ltd.	0.35%
18.	Wilo Mather and Platt Pumps Pvt. Ltd.	0.5%
19.	Mourya Industries	00%
20.	Gangadhar Alloy Pvt. Ltd.	00%

**Source:** Field Data

Above table 1 shows that the attrition exists and ranges from zero percentage to 20%.

**Table 2:** HRM challenges faced by organizations

Following table shows the challenges faces by human recourse managers of sample units.

Performance Management	Employee Attrition	Employee Absenteeism	Lack of Employee Engagement
9.8%	80.5%	7.3%	2.4%

**Source:** Field Data

There are many challenges which are faced by organizations like employee attrition which has opined by 80% of the sample managers followed by performance management by 9.8% of samples, employee absenteeism by 7.3% and employee engagement by 2.4% of sample managers.

**Table 3:** Reasons of Attrition

Reasons of attrition have been assessed by sample Employees as follows.

Employees Expectations of the Job	17.1%
Absence of Conducive Workplace Environment	1.2%
Lack of Career Growth	24.4%
Stress and Work-Life Balance	34.1%
Lack of Proper Compensation	22%
Mismatch of Job Profile	1.2%

**Source:** Field Data

Table 3 reveals the reasons behind employee attrition such as on the preferential basis,

34.1% sample employee opine that employees are leaving their jobs due to stress and work-life balance followed by 24.4% sample employees state that they are leaving due to lack of career growth followed by 22% sample employees opine that they are leaving due to lack of proper compensation. 17.1% sample employees state that leaving are due to expectations of about the job and rest are due to mismatch of job profile and absence of conducive workplace environment.

Besides afore mentioned data the managers were asked on, whether the attrition is adversely affecting on retention of knowledgeable employees then cent percent samples opine in favor of the statement that the attrition adversely effect on the retention of knowledgeable employees. For arresting the attrition, it has found that 78% of organizations are making effort to control the attrition and rest 22% does not found to do it so.

**Table 4: Impact of Attrition**

Following table shows the impact of attrition on six different variables facilitated by researcher to mark as follows.

Productivity	Quality	Delivery	Safety	Morale	All the Above
14.6%	14.6%	3.7%	2.6%	3.7%	63.4%

**Source:** Field Data

Table 4 above shows the parameters productivity, quality, delivery, safely and morale all are affected due to attrition as opined by 63.4% of sample HR managers. The major impact is on productivity and quality as revealed by 14.6% of HR managers.

To have overall control on the attrition 68.3% of sample HR managers are at the opinion that organizations should have knowledge management department where as 10% does not find the need of such department. 70.7% sample mangers are at the opinion that the Knowledge Management Services Can Help the Organization to Improve Performance.

**Findings:**

From the pilot study following findings can be extended.

Present pilot study is first kind of effort made to assess the attrition in engineering units in Kolhapur. It has found that Knowledge Management is one of the important fundamental parts of any organization. Management of Knowledge is very essential for organizational growth. The sample HR managers and employees were asked on different facets of attritions.

1. In the engineering units of Kolhapur, the attrition found ranging up to 20%. It needs to assess further the relationship between rate of attrition and other demographic parameters of unit.
2. The sample units found facing the human resource challenges viz. employee attrition, performance management, employee absenteeism and lack of employee engagement. From among this the rate of attrition is found serious since 80% of sample managers endorse this reason as challenging. The reasons of attrition have been assessed and it has found that stress and work life balance is rated very high followed by lack of career growth and lack of adequate compensation.

# Online Teaching-Learning Challenges during Covid-19 Pandemic: A Study on Learners Point of View

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## Abstract:

The COVID-19 pandemic disrupted the world in ways unimaginable. As we look back on the past two years and the harsh repercussions of the pandemic that continue until today, it is apparent that one of the most impacted sectors was education. Neither the world nor educational institutions were prepared to embrace the shift to online platforms brought on at lightning speed. Educational institutions worldwide promptly responded to the pandemic by going online. In record time, students moved from physical spaces that provided them with much-needed social interactions, to being seated behind a screen for hours on end. Considering the sudden shift to online teaching due to COVID-19 pandemic, a qualitative survey was conducted on 200 teachers to uncover their perspectives on online teaching-learning. The data, collected by questionnaire, were analysed, using percentage and frequency. Teachers are working as same as regular online mode and results indicated that students were enjoying online learning. Flexibility was found to be the most liked and poor network and connectivity, the most disliked elements of online learning. Adding to it, lack of interaction, distractions and one-sided teaching were mentioned as its disadvantages. Online safety and security issues were not addressed and teachers experienced difficult to control all the students in the online mode.

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**Keywords:** Online teaching-learning; COVID-19 pandemic; learning challenges, online learning

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## Introduction:

COVID-19 has disrupted most of the industries in the world. Education is the only industry that is completely transferred to online mode in most countries around the world. Online learning was the best solution for continuing education during the pandemic, especially in tertiary education.

The need for education updating was required because of the fast advances in technology. They need to learn at any time, and any place was in its way to be achieved. (Wolfinger, 2016). Over the past two decades, online learning has been activated in some global institutes. However, most schools, colleges, and universities do not use this education mode, and their staff does not know what is involved in e-learning. MOOC (Massive Online Open Course) has facilitated and increased academics' awareness of online learning and its involvements (Lynch, 2004). The utilization of guidance for



3. The opinions of sample HR managers revealed that the attrition has impact on productivity, quality, delivery, safety and morale.

**Suggestions:**

The pilot study proposes one theoretical model put to test using empirical data and came out with a hypothesis that, the rate of attrition is dependent on a few independent variables and attrition has impact on knowledge management which ultimately influences productivity, quality, delivery, safety and morale of employees.

The study also put forth that the knowledge management may be use as moderating variable.

**Conclusion:**

The study is pilot testing in nature and assesses the scenario of attrition in engineering units in Kolhapur. Study unfolds a few facts and extended a theoretical model to test.

There is a scope to probe into the details of attrition with respect to engineering industry in Kolhapur and around. Attrition exists considerably and scientific knowledge management may help to control the rate of attrition.

The study reveals that knowledge management is an important mediating variable.

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