



EMPLOYEE RETENTION IN MANUFACTURING UNITS

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Retention; Manufacturing firms.



A B S T R A C T

This study has been carried out in manufacturing sectors in and around Bangalore; data were collected from 177 employees from 6 manufacturing firms. The study reveals that retention intentions are more in female employees, Retention of Employees is independent of gender, experience and nature of the job of the employees and retention of Employees are dependent on Age of the employees, Education level of the employees, Designation of the employees, the Average monthly salary of the employees.

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1. INTRODUCTION

Employee Retention encompasses pleasing actions to comfort existing staff to stay back within the organization intended aimed at the supreme amount of period by providing good work culture and satisfactory benefits based on their performance. The employer should consider retaining the critical employees for long period after completing a small project. Employers should design such HR practices, Policies and Retention strategies to encourage current skilled and critical employee to the long-run and success of any organization. If Employer can prove the fact that holding the most effective staff ensures that most of the things can behold like client satisfaction, enhanced product sales, glad colleagues and reportage workers, effective succession coming up with, and deeply embedded structure data and learning.

Nowadays skilled employees are having several opportunities with same sectors with different

compensatory benefits and even same industries are searching good potential employees because to reduce the training of new employees and improve the productivity with 100percent to make own brands in the current market as well improve the economic status.

The topmost organizations are on the top since they value their employees and they know that in what way to glue them with the organization by providing good value retention strategies. Top companies HR managers are one their intermediate of employees and employers to make them settled in current companies' utmost of periods by providing good motivational techniques as well good appraisal system.

2. LITERATURE REVIEW

Peterson (2005) research used following components to measure employee retention rate they were compensation, and benefits. Shoaib et al. (2009) study revealed that career development prospects, supervisor

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support, rewards and work-life balance effects on employee retention. Muhammad et al., (2011) research analyze the influence of factors like career growth, supervisor support, work environment, work-life balance on employee retention.

Akila (2012) study depict the factors which influenced on the employee retention are career opportunities, supervisor support, reward, work-life balance, work environment. Das and Baruah's (2013) research used the factors like compensation practices, leadership and

supervision, job security, promotion and opportunity, participation in decision making, etc., to measure the employee retention. Wakabi's (2014) study revealed the relationship between the employee retention and leadership styles in the organization. Study depicts that leadership styles influence employee's choice to stay or leave the organization.

From the reviewed literature on Employee Retention, it is inferred that numerous dimensions were thought of for quantifying the Employee Retention (Table1).

Table 1. Summary of components of Employee Retention and outcomes

Author and Year	Components of Employee Retention	Outcomes
Fey et al. (2000)	<ul style="list-style-type: none"> • Motivation • Retention • Development • Promotion 	All four factors are the good HR strategies to Retain Employees
Shelton (2001)	<ul style="list-style-type: none"> • Job satisfaction • Training and development 	The study concluded that the good Training and development tends employees to be loyal to the company
Peterson (2005)	<ul style="list-style-type: none"> • Compliance • Diversity • Compensation • Benefits 	All four factors coordinate with the employee retention in WalMart's
Shoaib et al. (2009)	<ul style="list-style-type: none"> • Career growth opportunities • Supervisor support • Rewards • Work-life balance 	All four factors partake a direct and optimistic influence on Employee Retention
Allen et al. (2009)	<ul style="list-style-type: none"> • Knowledgeable managers • Training • Job rotation • Work exhaustion 	Employee Retention is associated with the factors training, job rotation, supervision
Thite (2010)	<ul style="list-style-type: none"> • Benefits • Career development opportunities • Work organization 	Employee Retention is associated with the employee benefits, career development of an individual
Umer and Naseem (2011)	<ul style="list-style-type: none"> • Work-life balance • Work environment • Career development • Supervisor support 	Study demonstrations that all four factors have strong influence on Employee Retention
Sandhya and Kumar (2011)	<ul style="list-style-type: none"> • Motivation program 	Study concludes that Employee Retention is associated also with the employee motivation
Khan et al. (2011)	<ul style="list-style-type: none"> • Compensation management • Job satisfaction 	The study concluded that compensation and job satisfaction is directly associated with Employee Retention
Hassan et al. (2011)	<ul style="list-style-type: none"> • Recognition • Authority • Benefits 	The study indicates that the factors are rapidly effecting on retention of employees to overcome these best HR practices need to be adopted
Akila (2012)	<ul style="list-style-type: none"> • Reward • Work-life balance • Work environment • Career opportunities • Supervisor support 	All mentioned five factors are effective HR practices to be practiced to remove Employee Retention threats
Mathur et al. (2013)	<ul style="list-style-type: none"> • Rewards and recognition • Employee Benefits • Foster employee development • Communication/ information sharing • Employee engagement 	Employee retention is dependent on all five factors

Table 1. Summary of components of Employee Retention and outcomes (continued)

Author and Year	Components of Employee Retention	Outcomes
Rawat (2013)	<ul style="list-style-type: none"> Employee engagement activities Training and development Rewards Career growth 	Employee retention is strongly associated with the mentioned four factors in IT sectors
Wakabi (2014)	<ul style="list-style-type: none"> Employee Retention Leadership style 	Study shows that how leadership styles impact on Employees decision to stay or leave the company
Ng'ethe et al. (2014)	<ul style="list-style-type: none"> Leadership style 	From the study is signifies that leadership style influences Employee retention in the organization
Taher (2015)	<ul style="list-style-type: none"> Motivational program 	Study shows how motivation program influence on Employee Retention

Further, it's additionally evident that the majority Factors of Employee Retention dimension that were analyzed and studied by varied researchers which were considered for this study were: Work Stress, Work-Life Balance, Job Satisfaction, Job Clarity, Organisation Culture, and Team Work.

3. RESEARCH

3.1 Objective of the Research

Following objectives were formulated, such as:

- To know the status of Employee Retention in manufacturing sectors.
- To Examine the relationship between Employee Retention and Demographical characteristics of Employees

3.2 Research Sample

In this study, the unit of analysis is employees of Manufacturing sectors like Executives, Design engineers, Supervisors, Operators and Helpers and population is manufacturing sectors in and around Bangalore. The largest concentration of manufacturing in Karnataka is in Bangalore district. Industry-wise distribution of manufacturing units show in Karnataka are dominated by a few sectors like machine tools, electronic goods, garments food processing, light engineering, foundry.

3.3 Sampling

It is the progression of picking a representative subset of a total population for procurement data for the study of the whole population the subset is known as a sample. The sample size is nominated and aimed at the study 177 Employees around 6 Manufacturing sectors. The methods of sampling unit in this study are convenience sampling.

3.4 Questionnaire

The questionnaire is arranged in such a way that is accurate the wide-ranging objectives of the study. Open end, multiple choice of questionnaire implemented in this

research to collect primary data. To collect primary data following twelve components were considered for the present research:

- Work stress
- Work-Life Balance
- Job Satisfaction
- Job Clarity
- Organisation Culture
- Teamwork

The questionnaire was planned both in English as well as in the Kannada language. The structured feedback form designed for the study is close-ended certainly. The form had following 2 necessary sections.

- Demographical information about the firm and the employees.
- Employees perception towards the retention in the firm i.e. like to retain or not like to retain.

Each scale has multiple inquiries to cover diverse parameters with a 5 point Likert scale with "1" presence "strongly disagree" and "5" presence "strongly agree". The questionnaire consists of 30 close-ended questions related to employee retention.

3.5 Framework for the study

The framework of Employee Retention is established on the idea of the theoretical model of Employee Retention operation factors. Thus, the framework of Employee Retention consists of six components.

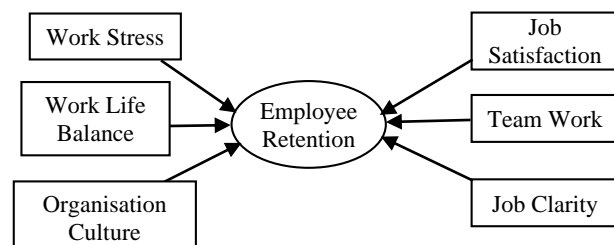


Figure 1. Employee Retention frameworks

3.6 Hypothesis

Hypothesis for Employee Retention and Demographical factors of employees are:

- Hypothesis H01a: Gender does not effect on employee retention
- Hypothesis H01b: Age does not effect on employee retention
- Hypothesis H01c: Experience does not effect on employee retention
- Hypothesis H01d: Nature of job does not effect on employee retention
- Hypothesis H01e: Education level does not effect on employee retention
- Hypothesis H01f: Designation does not effect on employee retention

4. STATUS OF RETENTION LEVEL OF EMPLOYEES IN MANUFACTURING UNITS

To know the status of retention intentions among the respondents they were divided as like to not like to based on the overall score that an individual obtained. The retention intention value for each individual sample respondent was arrived at by adding the values of each of the six components of retention namely from Questions 1 to 30 from the questionnaire and then dividing by the total number of questions i.e. 30. Each item in the questionnaire had a ranking score from 1 to 5, where 1 is the least and 5 being the maximum. By the above method, the mean value of retention intention of the respondents was obtained. From this, overall mean or grand mean were estimated by taking the average of the mean value of individual respondents. For the current study, the overall mean so obtained is 3.94. Those scoring more than that of the overall mean of retention intent were said to be like to and those scoring below the overall mean were said to be not like to.

To explore the status of Employee Retention in manufacturing units, employees were categorized into two groups namely; Like to and not like to, supporting to Retention score. Status of Retention level of Employees is represented in table 2.

Table 2. Retention level of employees

Status of Retention	No. of Employees	Percentage
Like to	77	40
Not like to	100	60
Total	177	100

Table 2 shows that, Out of 177 survey employee's samples, from 6 manufacturing units, 77 (40 percent) employees were found to be that they would Like to stay with the organization and 100 (60 percent) employees were found to be that they would Not like to stay with the organization.

4.1 Status of Employee Retention of male employees

To check the status of Retention of male Employees in manufacturing units (table 3), 150 male respondents were sorted into 2 groups their perception towards the status of Employee Retention in manufacturing units.

Table 3. Retention of male employees

Status of Retention	No. of Male Employees	Percentage
Like to	63	42
Not like to	87	58
Total	150	100.00

Table 3 shows that, Out of 150 male respondents, 63 (42 percent) Male respondents would like to continue with the organization according to present Employee Retention status and 87 (58 percent) Male respondents would not like to continue with the organization.

4.2 Retention of female employees

To check the status of Retention of Female Employees in manufacturing units (table 4), 27 Female respondents were sorted into 2 categories based on their perception towards the status of Employee Retention in manufacturing units.

Table 4. Retention of female employees

Status of Retention	No. of Female Employees	Percentage
Like to	14	51.9
Not like to	13	48.1
Total	27	100.00

Table 4 shows that, Out of 27 Female respondents, 14 (52 percent) Female respondents would like to continue with the organization according to present Employee Retention status and 13 (48 percent) Female respondents would not like to continue with the organization in surveyed 6 manufacturing units.

4.3 Retention of employees based on age of employees

Based on the age of the respondents, their perception towards the retention was categorized into two groups (table 5).

Table 5. Retention of employees based on age of employees

Age of employees	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
20 to 30	102	34	68
31 to 40	66	36	30
41 to 50	9	7	2
Total	177	77	100

Table 5 shows that out of 102 employees under the age group between 20 to 30, among them 34 employees would like to stay in the organization and remaining 68 employees would not like to stay. From the percentage analysis, it shows that employee age is significant on Employee Retention.

4.4 Retention of employees based on experience

Based on the experience of the respondents, their perception towards the retention was categorized into two groups. Table 6 shows that first group with no experience have listed 6 employees, among them 4 employees would like to stay and remaining 2 employees would not like to stay with the organization. The second group having experience level between 1 to 5 years have listed 62 employees, among them 22 employees would like to stay and remaining 40 employees would not like to stay with the organization. The third group having experience level between 6 to 10 years have listed 82 employees, among them 36 employees would like to stay and remaining 46 employees would not like to stay with the organization. The fourth group having experience level between 11 to 15 years have listed 22 employees, among them 11 employees would like to stay and remaining 11 employees would not like to stay with the organization. The fifth group having experience level between 16 to 20 years have listed 5 employees, among them 4 employees would like to stay and remaining 1 employee would not like to stay with the organization.

Table 6. Retention of employees based on experience

Year of Experience	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
0	6	4	2
1 to 5	62	22	40
6 to 10	82	36	46
11 to 15	22	11	11
16 to 20	5	4	1
Total	177	77	100

From the percentage analysis, it shows that employee experience level is not significant on Employee Retention.

4.5 Retention of employees based on experience

Based on nature of the job of the respondents, their perception towards the retention was categorized into two groups. Table 7 shows that 41 employees would like to stay and remaining 58 employees would not like to stay in the organization under technical group.

Under Non-Technical team, 36 employees would like to stay and remaining 42 employees would not like to stay in the organization.

Table 7. Retention of employees based on Nature of job

Nature of job	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
Technical	99	41	58
Non-Technical	78	36	42
Total	177	77	100

4.6 Retention of employees based on Education level of employees

Based on the education level of the respondents, their perception towards the retention was categorized into two groups. Table 8 shows that, from the first group who perceived post-graduation have listed 22 no. of employees, among them 13 no. of employees would like to stay and remaining 9 no. of employees would not like to stay with the organization. From the second group who perceived Graduation have listed 87 no. of employees, among them 43 no. of employees would like to stay and remaining 44 no. of employees would not like to stay with the organization. From the third group who perceived Diploma have listed 49 no. of employees, among them 18 no. of employees would like to stay and remaining 31 no. of employees would not like to stay with the organization. From the fourth group who perceived ITI have listed 15 no. of employees, among them 1 of employee would like to stay and remaining 14 no. of employees would not like to stay with the organization. From the fifth group who perceived some other degrees have listed 4 no. of employees, among them 2 no. of employees would like to stay and remaining 2 no. of employees would not like to stay with the organization.

Table 8. Retention of employees based on Education level of employees

Education level	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
Post-Graduation	22	13	9
Graduation	87	43	44
Diploma	49	18	31
ITI	15	1	14
Others	4	2	2
Total	177	77	100

From the percentage analysis, it shows that employee education level is significant on Employee Retention.

4.7 Retention of employees based on Average monthly income of employees

Based on the average monthly income of the respondents, their perception towards the retention was categorized into two groups. Table 9 shows that, the status of

Employee Retention based on their average monthly income. From the first group who draw average monthly salary between Rs. 5000 to Rs. 10000 have listed 3 employees, among them, there is no employee would like to stay and 3 employees would not like to stay with the organization. From the second group who draw average monthly salary between Rs. 10000 to Rs. 20000 have listed 51 employees, among them 15 employees would like to stay with the organization and remaining 36 employees would not like to stay with the organization. From the second group who draw average monthly salary more than Rs. 20000 have listed 123 employees, among them 62 employees would like to stay with the organization and remaining 61 employees would not like to stay with the organization.

Table 9. Retention of employees based on Average monthly income of employees

Average salary per month in INR	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
5000 - 10000	3	0	3
10000 - 20000	51	15	36
more than 20000	123	62	61
Total	177	77	100

From the percentage analysis, it shows that employee's average monthly salary is significant on Employee Retention.

4.8 Retention of employees based on Designation of employees

Based on the designation of the respondents, their perception towards the retention was categorized into two groups. From table 10 manager were listed 101 employees, among them 52 employees would like to stay and remaining 49 employees would not like to stay with the organization. From the second group who designated

an engineer has listed 54 employees, among them 23 employees would like to stay and remaining 31 employees would not like to stay with the organization. From the third group who designated as line operator has listed 22 employees, among them 2 employees would like to stay and remaining 20 employees would not like to stay with the organization.

Table 10. Retention of employees based on Designation of employees

Designation	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
Manager	101	52	49
Engineer	54	23	31
Line operator	22	2	20
Total	177	77	100

From the percentage analysis, it shows that employee's designation is significant on Employee Retention.

5. RELATIONSHIP BETWEEN DEMOGRAPHICAL FACTORS OF EMPLOYEES AND RETENTION OF EMPLOYEES

To know the relationship between demographical factors of employees and retention of employees, seven hypotheses H01a, H01b, H01c, H01d, H01e, H01f, H01g were established. The hypothesis was tested for independence using Chi-Square analysis. Employees were categorized into Like to and Not like to with respect to retention for all demographical characteristics, the same is represented in table 11. Further, the values of χ^2 and their significance level (if it is significant) for testing the relationship between employee retention besides demographical characteristics of employees are shown in table 11.

Table 11. Relationship between Demographical factors of employees and retention of employees

Sl no	Demographical factor of employees		Status of Retention		χ^2 Table value	χ^2 Calculated value	P value	Significant level
			Like to	Not Like to				
1	Gender	Male	63	87	3.84	.904	.340	NS
		Female	14	13				
2	Age of employees	20 to 30	34	68	5.99	11.868	.342	5%
		31 to 40	36	30				
		41 to 50	7	2				
3	Experience	0	4	2	9.49	6.025	.197	NS
		1 to 5	22	40				
		6 to 10	36	46				
		11 to 15	11	11				
		16 to 20	4	1				

Table 11. Relationship between Demographical factors of employees and retention of employees (continued)

Sl no	Demographical factor of employees		Status of Retention		Status of Retention	χ^2 Table value	χ^2 Calculated value	P value
			Like to	Not Like to				
4	Nature of Job	Technical	41	58	3.84	.399	.528	NS
		Non- technical	36	42				
5	Education level	Post-Graduation	13	9	9.49	12.680	.013	5%
		Graduation	43	44				
		Diploma	18	31				
		ITI	1	14				
		Others	2	2				
6	Designation	Manager	52	49	5.99	13.236	.001	5%
		Engineer	23	31				
		Line operator	2	20				
7	Average monthly salary	5000 - 10000	0	3	5.99	8.815	.012	5%
		10000 - 20000	15	36				
		more than 20000	62	61				

Inferences are:

1. Gender of the employees ($p > 0.05$, χ^2 calculated $< \chi^2$ Table), Experience ($p > 0.05$, χ^2 calculated $< \chi^2$ Table) and Nature of Job ($p > 0.05$, χ^2 calculated $< \chi^2$ Table) of the employees have no significant on Employee Retention. Which means Retention of Employees is independent of gender, experience and nature of the job of the employees.
2. Age of the employees, Education level of the employees, Designation of the employees, the Average monthly salary of the employees ($p < 0.05$, χ^2 calculated $> \chi^2$ Table) has significant on Employee Retention. Which means retention of Employees is dependent on Age of the employees, Education level of the employees, Designation of the employees, Average monthly salary of the employees.

Because of job satisfaction, 49.72 percent of employees like to retain in the organization and remaining 50.28 percent of employees not like to retain in the organization. Because of work-life balance, 55.37 percent of employees like to retain in the organization and remaining 44.63 percent of employees not like to retain in the organization. Because of job clarity 45.76 percent of employees like to retain in the organization and remaining 54.24 percent of employees not like to retain in the organization. Because of Organisational culture, 41.81 percent of employees like to retain in the organization and remaining 58.19 percent of employees not like to retain in the organization. Because of teamwork 49.15 percent of employees like to retain in the organization and remaining 50.85 percent of employees not like to retain in the organization.

5.1 Status of components of employee retention

To know the status of components of employee retention the surveyed 177 no. of employees were categorized into two groups like to and not like to. Table 12 depict because of work stress 45.76 percent of employees like to retain in the organization and remaining 54.24 percent of employees not like to remain in the organization.

Table 12. Status of components of employee retention

Sl no.	Retention components	Status of Employee Retention	
		Like to Retain	Not Like to Retain
1	Work stress	81	96
2	Job satisfaction	88	89
3	Work-life balance	98	79
4	Job clarity	81	96
5	Organisational culture	74	103
6	Teamwork	87	90

5.2 Correlation between Employee Retention and components of Employee Retention

To find the sub-hypotheses and magnitude of influence of Employee retention components on Retention of employees, for the 5% level of significance Pearson correlation test was conducted which reveals that $p < 0.05$ for all components.. From the achieved result, it was concluded that there is a positive correlation between components of Employee retention in surveyed all manufacturing units and their relationship is statistically significant.

From Table 13 it can be concluded that there is a high correlation between Employee retention and work stress ($r = 0.78$) and there is less correlation between Employee retention and work-life balance ($r = 0.70$) which means work stress has a high impact on Retention of employees and work-life balance has a low impact on Retention of employees.

Table 13. Correlation between Employee Retention and components of Employee Retention

Components of Employee Retention	Correlation coefficient (r)	P value	Result
Work stress	0.78	0.00	Significant
Work-life balance	0.70	0.00	Significant
Job satisfaction	0.77	0.00	Significant
Job clarity	0.71	0.00	Significant
Organisational culture	0.74	0.00	Significant
Team work	0.71	0.00	Significant

5.3 Regression analysis

To estimate the value of two or more variable in the form of the equation, based on the given value of another variable, is defined as Regression analysis. Estimating the value of the variable using the algebraic equation is called dependent variable and value of the variable which is used to estimate this value is called independent variable. The equation used for expressing a dependent variable with respect to an independent variable is called linear regression equation. Table 14 shows used components and symbols.

Table 14. Used components and symbols

Components of Employee Retention	Symbols
Work stress	C1
Work-life balance	C2
Job satisfaction	C3
Job clarity	C4
Organisational culture	C5
Teamwork	C6

5.4 Regression equation for employee retention and components of employee retention

To identify the influence of six components of employee retention on retention of employees Multi regression analysis was applied. Here six Employee retention components are considered as independent variables and Retention of employees is the dependent variable in this research. Table 15 shows the relevant results.

Table 15. Regression Analysis for employee retention and components of employee retention

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.981 ^a	0.962	0.96	0.094
a. Predictors: (Constant), C6, C3, C1, C2, C5, C4				

From the table 15, it is found that R square value = 0.962 and adjusted R square value = 0.96. This shows that all six components of employee retention create 0.981 variances on the retention of employees. The regression fit is checked through the following ANOVA (table 16).

Table 16. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.792	6	6.299	713.729	.000b
	Residual	1.5	170	0.009		
	Total	39.292	176			
a. Dependent Variable: Employee retention						
b. Predictors: (Constant), C6, C3, C1, C2, C5, C4						

From the table 16, it is found that F value = 713.729, P = 0.00 which are statistically significant at 5% level. Therefore, regression fit is acceptable that ends up in individual influences of those variables through the coefficient. A regression coefficient for each independent variable and significant level is shown in table 17.

Table 17. Regression Analysis for employee retention and components of employee retention (Coefficient values)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.166	0.055		3.017	0.003
	C1	0.227	0.014	0.311	15.972	0
	C2	0.13	0.018	0.162	7.372	0
	C3	0.211	0.014	0.296	14.743	0
	C4	0.158	0.019	0.186	8.368	0
	C5	0.119	0.013	0.19	9.493	0
	C6	0.113	0.015	0.15	7.338	0
a. Dependent Variable: Employee retention						

From table 17, it is found that p = 0.00 for all the components of Employee retention, which shows statistical significance of 5%. From the table, it can be concluded that all six components of employee retention positively influence the retention level of employees in surveyed manufacturing units.

The regression equation for Retention of employee's is:

$$\text{Retention} = 0.166 + 0.227 C1 + 0.130 C2 + 0.211 C3 + 0.158 C4 + 0.119 C5 + 0.113 C6$$

From the regression equation, it conveys that for one value of Employee retention work stress (C1) contributes 0.227 (regression coefficient), this is the maximum contribution and teamwork (C6) contributes 0.113 (regression coefficient) is the minimum contributor. Value of R² is 0.981 p<0.00 that indicates Employee retention accounts 100% variation in the dependent variable.

6. RESULT AND CONCLUSION

The data was collected through a structured questionnaire which was administered to 200 employees of 10 manufacturing sectors. The unit of analysis was middle level (Engineer to Assistant Managers) and shop floor operational level (Trainees, Junior Engineers and shop

floor employees) working in the manufacturing industries. Data collected from 117 employees of 6 manufacturing industries are found to be appropriate and for further interpretation.

Female employees like to stay in the organization than male, attrition rate in male employees is more, age between 20-30 more number of employees are willing to change the organization

Gender of the employees, Experience and Nature of Job of the employees has no significant impact on Employee Retention. Which means Retention of Employees is

independent of gender, experience and nature of the job of the employees.

Age of the employees, Education level of the employees, Designation of the employees, the Average monthly salary of the employees has a significant impact on Employee Retention. Which means retention of Employees is dependent on Age of the employees, Education level of the employees, Designation of the employees, Average monthly salary of the employees.

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