

FACTORS INFLUENCING RETENTION OF MANUFACTURING INDUSTRY EMPLOYEES IN TAMIL NADU AND PUDUCHERRY

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Abstract *The process of retaining the best human resources within an organisation is known as employee retention. Such employee retention is induced by many factors, which change from individual to individual depending upon various reasons. So, for this purpose, this study has tried to identify the factors influencing the retention of 250 employees working in different manufacturing firms in Tamil Nadu and Puducherry. For this purpose, the factors such as financial and non-financial benefits, organisation's sense of belongingness, occupational relationships, organisational policies, professional environment, employee empowerment, work-life balance and quality of life are considered as the influencers of employee retention in this study. Collected data are analysed using reliability and validity analysis, Pearson correlation and multiple regression analysis. Pearson correlation showed that except occupational relationships and the quality of life, all other influencers are significantly associated with employee retention. Multiple regression analysis projected that the quality of life is the highest influencer and the organisational policies are the lowest inducing construct of the employee's retention. Suggestions such as flexi-time, better pay, proper allowances, alternative work timings and employees grievance redressal are provided.*

Keywords *Employees Retention, Influencers of Retention, Manufacturing Industry Workers, Tamil Nadu, Puducherry*

INTRODUCTION

Employee retention refers to retaining the talented human resources, i.e., the employees working within their organisation for better performance of their business. Such employee retention is influenced by many factors which may be either the organisational or personal constructs. However, the organisation also takes major steps to retain their workers. Hence, it could be stated that the employees' retention vests ultimately with the both workers and the organisation.

As the factors influencing employee retention are subject to vary for each and every individual workers employed in different industries; it also tends to change among the manufacturing business workers. Manufacturing business (in this study) deals with those industries which are dealing in the production of different products ranging from steels, light products, chemicals, leather products, consumer goods and many more national and international-level products in Tamil Nadu and Puducherry. The research works of Chandranshu Sinha & Ruchi Sinha (2012); Koos Kotze & Gert Roodt (2005); Julia Christensen Hughes & Evelina Rog (2008) focuses on the employee retention techniques of those employed in heavy engineering products manufacturing companies, banks and hospitals and they all failed to investigate the factors influencing the employee retention among the manufacturing industry as a whole. Henceforth,

for this purpose and to attain this research gap, the present study has been undertaken.

REVIEW OF LITERATURE

Chandranshu Sinha & Ruchi Sinha (2012) revealed the constructs such as obedience and relationship, pedagogic and futuristic and development and rewards are the active influencers of the employee retention strategies. Vhutshilo Masibigiri & Hester Nienaber (2011) found that factors such as occupational gratification, skills utilisation, career progression, work-life balance and compensation are the factors affecting employee retention. Sunil Ramlall (2003) explored that compensation and office location are the influencers of retention, while the factors such as the same compensation and the absence of competition and chances for growth lead to the turnover of the workers.

Julia Christensen Hughes & Evelina Rog (2008) found that talent management ends up in the appropriate retention rates and improved employee engagement. Brenda L. Mak & Hy Sockel (1999) identified that job gratification and career growth practices of management are the predictors of employee retention. Benjamin Balbuena Aguenza & Ahmad Puad Mat Som (2012) identified that the factors such as rewards, recognition and work-life balance are the stronger influencers of the employee retention in an organisation.

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Alberta J. Ellet et al. (2006) found that workplace flexibility and required skillset are the strongest influencers of employee retention.

Patricia C. Borstorff & Michael B. Marker (2007) explored that the constructs such as health benefits, pay and work-life balance are the strong influencers of the employee retention. Piyali Gosh. et al. (2012) identified that affection and commitment, normal commitment and clear vision are the actual predictors of employee retention and attrition in the organisation. Victor Oladapo (2014) identified that secured job, compensation and chances of career growth are not significantly associated with the retention of the employees. Maqsood Haider et al. (2015) discovered that HR practices have a significant relationship with that of the retention of the employees. Atif Anis et al. (2011) stated that proper training and compensation have a stronger impact on the retention of the workers. Maria L. Kraimer et al. (2009) explored that the observed organisational support results in a higher level of attrition rates. Eric Ng Chee Hong et al. (2012) explored that training and development and compensation are significantly associated with the retention of the employees.

Christopher C. A. Chan et al. (2004) found that the work status, psychological conditions and the work atmosphere are the factors influencing the retention of nurses in hospitals. Naveed Ahmad et al. (2015) found that the constructs such as rewards, recognition, appraisal and work atmosphere are significantly influencing the employee retention. Ali Chitsaz-Isfahani and Hamid Reza Boustani (2014) stated that there is a significant and optimistic association between the managing of talents, retention of employees and trust of the organisation. Juliana Abu Bakar et al. (2015) found that job satisfaction is significantly associated with the retention of the workers. Asim Masood (2013) explored that employee retention is significantly associated with the work contentment.

Noraini Aminudin (2013) identified the factors such as rewards, management's focus on environmental problems, encouragement and supervisor's support being responsible for the employee retention at Green hotels. Osibanjo Adewale Omotayo et al. (2014) found that the promotion and salary have a positive effect on the retention of the workers. Samuel Emeka Mbah & C. O. Ikemefuna (2012) found that the organisation adopts the strategies such as proper pay, better work environment and appropriate supervision to retain their employees. Pi-Ching Hsieh & Hui-Fang Su (2007) found that the factors such as taking care of elderly workers, proper financial benefits and supportive leadership are responsible for the employees' retention. Heather K. Spence Laschinger et al. (2009) discovered that the factors such as empowerment, professional impoliteness and burnout should have significant variance with that of those variables causing employee retention.

Fancis A. Adzei & Roger A. Atinga (2012) revealed that financial benefits induce motivation and the retention of healthcare workers in hospitals. Ch. Shoiab Akhtar et al. (2015) explored that there is a strong and positive relationship between total rewards and retention. Michael O. Samuel and Crispin Chipunza (2013) identified that the constructs such as tough tasks on the job, interpersonal relations and secured occupation are responsible for the employee retention. Shivani Mishra & Deepa Mishra (2013), through the extensive review of the literature, identified that employee engagement and training and development have a positive and a significant effect on the employee retention of the workers. Omer Cloutier et al. (2015) explored that the increased employee retention rates have a positive relationship with the improvement of the performance of the organisation.

Lise M. Saari & Timothy A. Judge (2004) stated that the contentment with the job-related areas such as challenge on the job, autonomy, multiplicity and scope are strongly associated with the retention of the workers. Sunia Fukofuka (2014) explored that the constructs such as attachment to the goals, commitment towards the organisation and the worker's engagement are the strong predictors of the retention of the workers in profit and non-profit organisations. Kathryn Gow et al. (2008) revealed that the motivation, contentment and working conditions are the factors that are responsible for the retention among male apprentices in Australia. Mariyam Imna & Zubair Hassan (2015) had identified that the training and development were linked with career development and the appraisal which was associated with the financial, non-financial benefits were significantly related with the employee retention.

Eddy Madiono Sutanto & Milly Kurniawan (2016) discovered that the constructs such as recruitment has a significant effect on the retention of the workers. K. Chitra (2013) identified that leaders have an optimistic effect on the retention of the employees. Abdul Quddus Mohammad (2015) reported that the factors such as good relations, recognition, financial and medical benefits are responsible for the employee retention. Nur Fauzan Bt Fauzi et al. (2013) explored that the constructs such as professional atmosphere, training and development are significantly related to the retention of the employees, while the factors such as compensation and support from the supervisors are not significantly associated with the employees' retention.

W. Patrick Durow & Barbara L. Brock (2004) discovered the factors such as personal needs, career progression and support from the worker are the factors influencing the retention of the principals. Sasmit Patra & Vijay Pratap Singh (2012) identified the variables such as career advancement chances, support from the superiors, professional environment, rewards and work-life policies are the strong determinants of the employee retention. Aaisha Arbab Khan et al. (2011)

identified that the factors such as HR strategies, occupational atmosphere, training and development, and compensation are responsible for the retention of the workers in the organisation.

Molly E. Wood et al. (2013) explored that the selection, training, supportive family and community, salary and support from the workplace are responsible for the retention of midwives in Afghanistan. K. Balaji Mathimaran & A. Ananda Kumar (2017) explored that the policies such as flexible work timings and recognition for the achievements done on the job are responsible for the employee retention strategies. Fab O. Onah & Obinna S. Anikwe (2016) explored that the factors such as gap in the gender and improper salary standards are the hindrances that are affecting the employees retention. Moaz Nagib Gharib et al. (2017) found that the factors such as training and development have no significant effect on the retention, whereas the constructs namely rewards, job security and contentment have a significant association with that of the retention of the workers.

J. Vijayakumar (2012) stated that there is no significant relationship between the educational qualification and the retention of IT employees. AAhad M. Osman-Gani & Yongsun Paik (2016) revealed that promotion is the highest inducing factor of the retention of IT employees in Singapore. Nosheen Nawaz et al. (2012) revealed that there is a stronger association between the career progression probabilities and the reduced turnover ideas of the workers.

RESEARCH GAP

There are already many studies being conducted on assessing the determinants of the employee retention such as those done by AAhad M. Osman-Gani and Yongsun Paik (2016); Michael O. Samuel & Crispen Chipunza (2009); K. Balaji Mathimaran & A. Ananda Kumar (2017) and many more in the pipeline, and all these studies focused on assessing the factors influencing the retention of the working individuals. But, they all failed to evaluate the predictors of the retention of the workers employed in the manufacturing organisations in Tamil Nadu and Puducherry with the factors such as financial and non-financial benefits, organisation's sense of belongingness, occupational relationships, organisational policies, professional environment, employee empowerment, work-life balance and quality of life. Henceforth, in order to achieve this research gap, the present study has been undertaken.

OBJECTIVE OF THE STUDY

The major objective of the study is to identify the major factors influencing the retention of the workers employed in the manufacturing organisations in Tamil Nadu and Puducherry. The secondary objective is to offer suggestions

for further improving the retention of the workers employed in an organisation.

RESEARCH METHODOLOGY

This study adopted the simple random sampling technique for the purpose of the data collection. Data for the study has been collected from the 250 employees working in different manufacturing organisations situated in Tamil Nadu (125 workers) and Puducherry (125 employees) states of India. Collected data are subjected to the reliability and validity analysis to verify the validity of the questionnaire adopted for the study, Pearson correlation to find the relationship between the influencers of the employee retention with that of the retention, and multiple regression analysis for identifying the most influencing factor of the employee retention.

Factors Considered for the Study

The factors considered for the study have been provided below in the form of a diagrammatic representation as follows:

Relationship Between the Influencers and the Employee Retention

Financial and the non-financial benefits are considered as one of the influencing factors in this study. It could be stated that these benefits, for instance, let us consider the financial benefit of the employee, i.e., the better salary would have a significant and a stronger relationship with the employee retention (Shuja Iqbal et al., 2017); whereas in some cases, the salary has a weak impact on retaining the workers to stay back in their organisation (David Mwakidimi Msengeti & Joseph Obwogi, 2015). As these above-mentioned findings clearly state that this relationship is subject to change depending upon certain reasons and to test this relationship in this study, these financial and non-financial benefits are considered as the variables in the study. To achieve this relationship, the following hypothesis has been framed in the study.

H_a^1 : Financial and non-financial benefits have a significant link with that of the employee retention.

Second influencer considered for the study is the organisation's sense of belongingness. Organisation's sense of belongingness for their workers is the utmost major thing the loyal employees of the organisation expects (Hira Fatima, 2011) like this, in turn, makes the employees remain in their present organisation for more longer period of time. Since this relationship is also subject to change, the organisation's sense of belongingness is considered as one

of the factors for the study. To meet this research gap, the following hypothesis is taken for the study.

H_0^2 : Organisation's sense of belongingness has no significant relationship with the employee retention.

Occupational relationships are the third determinant of employee retention. Appropriate and proper workplace relationships have a stronger relationship with those of the employees' retention (Yvonne Brunetto et al., 2013; Muhammad Faisal Malik, et al., 2018). As this finding varies from studies to studies, in order to test the same in the present study, occupational relationships is added up as a factor for the study. The hypothesis to measure their relationship is as follows:

H_a^3 : Occupational relationships have a significant association with employee retention.

Followed by these above-mentioned factors, the next one is the organisational policies. It could be inferred that the HR policies (also known as organisational policies) have a stronger impact on the retention of the workers employed in an organisation (A Kumudha and Harsha KJ, 2016; Maqsood Haider, et al., 2015). As these findings changes for each study, the organisational policies are considered as a factor for the study. The hypothesis to measure such relationship includes the following:

H_0^4 : Organisational policies have no significant effect with that of the employee's retention.

Fifthly, professional environment is considered as the predicting factor of the employees' retention. It has a strong role in the prediction of employee retention (Subhash C. Kundu and Kusum Lata, 2017). Safety and the healthy environment at the workplace significantly induce the employees' retention (Saad Salman, et al., 2016). As these findings tend to change and vary from every study, this professional environment is taken up as an influencer for this study. The hypothesis framed up for this study is provided below.

H_a^5 : Professional environment has a significant relationship with that of the employees' retention.

The sixth inducing considered for the study is employee empowerment. Employee empowerment is related to their retention (Mamta Sharma et al., 2018). Such an empowerment of the employees is the strong criteria responsible for the retention of the workers employed in an organisation (Ravi Shetty and Sridhar Shetty, 2015). As these findings tend to change for each study, the employee empowerment is further added up as a factor for the study.

H_0^6 : Employee empowerment and the retention are not significantly correlated with one another.

Work-life balance is the seventh inducing factor of the employee retention. Positive work-life balance paves the

way for the retention of the workers in an organisation (David Cegarra-Leiva et al., 2012) or it could be stated that there is a significant relationship between the work-life balance and the employee retention (Azharuddin Hashim et al., 2016). The work-life balance initiatives in the organisation also induce the retention expansion chances of the employees working in an organisation (Neha Bajpai, et al., 2013). In order to check this relationship between the work-life balance and the employee retention in this study, the following hypothesis has been framed.

H_a^7 : Work-life balance is interconnected with the employee retention.

Quality of life is the eight influencing factor of the employee retention in an organisation. Quality of life is the determinant of both the retention and the attrition of the workers. Quality of life has an inverse relationship with that of the turnover ideas of the workers (Ali Mohammad Mosadeghrad, 2013), i.e., the quality of life reduces the attrition of the employees (Kakkar Gurudatt & Yadav Gazal., 2015). This indirectly refers to the fact that the quality of life contributes to the improvement of the retention choices of the workers. So, in order to test this relationship in this study, the following hypothesis has been framed.

H_0^8 : Quality of life is not significantly associated with the retention of the working professionals.

DATA ANALYSIS AND INTERPRETATION

Table 1: Frequency Distribution and Simple Percentage Analysis for the Demographic Profile of the 250 Workers

Particulars	Frequency	Percentage
Age Group		
21–25 years	6	2.40%
26–30 years	34	13.60%
31–35 years	49	19.60%
36–40 years	15	6.00%
41–45 years	42	16.80%
46–50 years	102	40.80%
Above 50 years	2	0.80%
Total	250	100.00%
Experience (in years)		
1–5 years	49	19.60%
5–10 years	89	35.60%
10–15 years	42	16.80%
Above 15 years	70	28.00%
Total	250	100.00%

Particulars	Frequency	Percentage
Gender		
Male	174	69.60%
Female	76	30.40%
Total	250	100.00%
Daily Working Hours		
Up to 8 hours	76	30.40%
Above 8–10 hours	125	50.00%
Above 10 hours	49	19.60%
Total	250	100.00%
Monthly Income		
Up to Rs. 20,000	79	31.60%
Rs. 20,000 – Rs. 30,000	86	34.40%
Rs. 30,000 – Rs. 40,000	53	21.20%
Above Rs. 40,000	32	12.80%
Total	250	100.00%

Source: Primary data

The above table describes the frequency distribution and the simple percentage analysis with regard to the demographic profile of the workers. Considering the age groups of the workers, 6 workers (2.40%) are aged between 21 and 25 years of age, 34 professionals (13.60%) are aged 26–30 years, 49 respondents (19.60%) are aged between 31 and 35 years, 15 employees (6.00%) are aged 36–40 years, 42 interviewees (16.80%) are aged between 41 and 45 years, 102 human resources (40.80%) are aged between 51–55 years and the remaining 2 labourers (0.8%) are aged above 50 years. Taking into account, the experience in terms of years, 49 workers (19.60%) are experienced from 1 to 5 years, 89 professionals (35.60%) are experienced 5–10 years, 42 working individuals (16.80%) are experienced 10–15 years, and 70 workers (28.00%) are experienced above 50 years. As far as the gender of the workers is concerned, 174 workers (69.60%) are males and the remaining 76 professionals (30.40%) are females. Concerned about the daily working hours of the respondents, 76 workers (30.40%) are working for up to 8 hours in a day, 125 professionals (50.00%) are

working for above 8–10 hours in a day, and the remaining 49 workers (19.60%) are working for above 10 hours. Monthly income of the workers is taken into account, 79 professionals (31.60%) are earning a monthly income of up to Rs. 20,000, then 86 workers (34.40%) are earning monthly income between Rs. 20,000 and 30,000, 53 respondents (21.20%) are earning a monthly income between Rs. 30,000 and 40,000, and 32 workers (12.80%) are earning a monthly income of above Rs. 40,000.

Table 2: Reliability and Validity Analysis for the 250 Respondents

Study Factors	Cronbach’s Alpha Scale of Validity and Reliability
Financial and non-financial benefits	0.781
Organisation’s sense of belongingness	0.654
Occupational relationships	0.734
Organisational policies	0.745
Professional environment	0.738
Employee empowerment	0.781
Work-life balance	0.814
Quality of life	0.698
Employee retention	0.719

Source: Primary data

The above Table 1 clearly describes the reliability and validity analysis for the 250 workers. Considering the factors influencing employee retention, financial and non-financial benefits have 0.781 Cronbach’s alpha value, organisation’s sense of belongingness at 0.654 alpha, occupational relationships at 0.734 alpha, organisational policies at 0.745 alpha, professional environment at 0.738 alpha, employee empowerment at 0.781 alpha, work-life balance at 0.814 alpha and quality of life at 0.698 alpha. The outcome variable employee retention has 0.719 alpha value. As the alpha values are more than 0.07, it could be stated that the questionnaire adopted for the study is valid and consistent, and could be used for the process of further data collection.

Table 3: Pearson Correlation Analysis for the Relationship Between the Influencers and the Employee Retention Among 250 Respondents

Factors Influencing Employee Retention		Employee Retention
Financial and non-financial benefits	Pearson correlation	.789**
	Significance	.002
	N	250
Organisation’s sense of belongingness	Pearson correlation	.659*
	Significance	.029
	N	250

Factors Influencing Employee Retention		Employee Retention
Occupational relationships	Pearson correlation	.812
	Significance	.056
	N	250
Organisational policies	Pearson correlation	.743*
	Significance	.049
	N	250
Professional environment	Pearson correlation	.648*
	Significance	.034
	N	250
Employee empowerment	Pearson correlation	.445*
	Significance	.045
	N	250
Work-life balance	Pearson correlation	.354*
	Significance	.011
	N	250
Quality of life	Pearson correlation	.298
	Significance	.081
	N	250

Source: Primary data

Note: 1. ** Correlation is significant at 1% level.

2. * Correlation is significant at 5% level.

The above table describes the Pearson correlation analysis for analysing the relationship between the influencers and employee retention among the 250 respondents.

H_a^1 : Financial and non-financial benefits have a significant link with that of the employee retention.

Considering the factors influencing employee retention, the financial and non-financial benefits are strongly and positively correlated with employee retention at .789 coefficients. Since, the p-value, i.e., .002 is lesser than .001, the alternative hypothesis is accepted at 1% level. Henceforth, it could be stated that the financial and non-financial benefits have a significant link with that of the employee retention at 1% level of significance.

H_0^2 : Organisation's sense of belongingness has no significant relationship with the employee retention.

Organisation's sense of belongingness is related to the employee retention in a moderate and a constructive manner at .659 coefficients. As the p-value, i.e., .029 is lower than 0.05, the null hypothesis is rejected at 5% level. Therefore, it could be inferred that the organisation's sense of belongingness has no significant relationship with the employee retention at 5% level of significance.

H_a^3 : Occupational relationships have a significant association with the employee retention.

Occupational relationships are strongly and optimistically associated with the employee retention at .812 coefficients. P-value (.056) is not lesser than 0.05, the alternative hypothesis is rejected at 5% level. So, it could be conferred that occupational relationships have no significant association with employee retention at 5% level.

H_0^4 : Organisational policies have no significant effect on that of the employee's retention.

Organisational policies are moderate and positively related to the employees' retention at .743 coefficients. .049 is the p-value for this relationship, and as it is lower than 0.05, the null hypothesis is rejected at 5% significance level. Therefore, it could be concluded that organisational policies have no significant effect with that of the employees' retention at 5% significance level.

H_a^5 : Professional environment has a significant relationship with that of the employees' retention.

There is a moderate and positive relationship between the professional environment and the employees' retention at .648 coefficients. As the p-value (.034) is lesser than 0.05, the alternative hypothesis is accepted at 5% significance level. Henceforth, it could be stated that the professional environment has a significant relationship with that of the employees' retention at 5% level.

H_0^6 : Employee empowerment and the retention are not significantly correlated with one another.

.445 is the Pearson correlation coefficient for assessing the relationship between the employee empowerment and retention and this coefficient shows that there exists a weak and a positive relationship between them. Since, the p-value, i.e., .045, is lesser than 0.05, the null hypothesis is rejected at 5% level. So, it could be stated that the employee empowerment and the retention are significantly correlated with one another at 5% significance.

H_a^7 : Work-life balance is interconnected with the employee retention.

Work-life balance is interconnected with the employee retention at .354 coefficients and this coefficient clearly

shows that there exists a weaker but a positive relationship between them. As the p-value (.011) is lesser than 0.05, the alternative hypothesis is accepted at 5% level of significance. Thus, it could be stated that the work-life balance is interconnected with employee retention at 5% level of significance.

H_0^8 : Quality of life is not significantly associated with the retention of the working professionals.

Quality of life is weak and positively associated with employee retention at .298 coefficients. The p-value, i.e., .081 is higher than 0.05; the null hypothesis is accepted at 5% level of significance. So, it could be conferred that the quality of life is not significantly associated with the employees' retention.

Table 4: Multiple Regression Analysis Among the Influencers and the Employees' Retention

Study factors	Unstandardized Coefficients	Standard Error of B	Standardized Coefficient	t-value	P-value
Dependent factor (Employee retention)	4.284	2.663	-	1.289	0.048*
X1 (Financial and Non-Financial Benefits)	0.098	0.019	0.049	0.054	0.012*
X2 (Organisation's sense of belongingness)	-0.021	0.071	0.574	0.897	0.002**
X3 (Occupational relationships)	0.269	0.016	0.368	0.974	0.398
X4 (Organisational policies)	0.189	0.054	0.047	0.687	0.459
X5 (Professional environment)	-0.001	0.032	0.127	0.359	0.089
X6 (Employee Empowerment)	0.029	0.021	0.499	0.478	0.047*
X7 (Work-life balance)	0.077	0.076	0.587	0.968	0.234
X8 (Quality of life)	0.128	0.023	0.647	1.329	0.540

Source: Primary data

Note: 1. ** indicates significant at 1% level.

2. * indicates significant at 5% level.

The above table describes the multiple regression analysis among the influencers and the employee retention of the respondents. In the above table, employee retention is the dependent factor, while the constructs such as X1 (financial and non-financial benefits), X2 (organisation's sense of belongingness), X3 (occupational relationships), X4 (organisational policies), X5 (professional environment), X6 (employee empowerment), X7 (work-life balance) and X8 (quality of life) are the independent factors.

0.854 is the multiple R-value. It evaluates the level of relationship with the different settings of the employee retention. This multiple R-value projects the stronger level of association between the influencers and the employee retention. The multiple R-square value is .0748 and it is highly significant as its p-value is lesser than 0.001. Based on the unstandardized coefficients, the multiple regression equation thus formed is:

$$Y = 0.098X1 - 0.021X2 + 0.269X3 + 0.189X4 - 0.001X5 + 0.029X6 + 0.077X7 + 0.128X8$$

0.098 is the coefficient that exists between the employee retention and the financial and non-financial benefits, and this positive relationship shows that for each unit increase in the financial and non-financial benefits, the employee retention rises by 98% at 5% level. There exists a negative relationship between the organisation's sense of belongingness and employee retention at -0.021 coefficients. This shows that the employee retention falls at -.21% for each unit falls in the organisation's sense of belongingness at 1% level. Occupational relationships are optimistically associated with the employee retention at 0.269 coefficients and it is insignificant at 5% level. This projects that the employee retention upsurges for per unit rise in the retention of the workers at 2.69%. Organisational policies are constructively allied with the employees' retention at 0.189 coefficients and it is insignificant at 5% level. This describes that the retention of the workers' hikes for each unit rise in the organisational policies at 18.9%, and it is insignificant at 5% level.

-0.001 is the coefficient that shows an inverse relationship between the professional environment and the employee retention, and it is insignificant at 5% level of significance. This projects that the employee retention downfalls for each unit fall in the professional environment at -.01%. Employee empowerment is positively associated with the employee retention at 0.029 coefficients, and it is significant at 5% level. This describes that the employee retention rises for each unit increase in the employee empowerment at 29%. Work-life balance is optimistically associated with the employee retention at 0.077 coefficients and it is not significant at 5% level. This displays that the employee retention increases for every unit increase in the work-life balance at 77%. Quality of life is constructively affiliated with the employee retention at 0.128 coefficients and it is insignificant at 5% level. This projects that the employee retention improves for each unit rise in the quality of life at 1.28%.

Based upon the standardized coefficients, it has been identified that the quality of life is the highest influencing factor of the employee retention at 64.7%, followed by the work-life balance at 58.7%, then by the organisation's sense of belongingness at 57.4%, by employee empowerment at 49.9%, by the occupational relationships at 36.8%, by the professional environment at 12.7%, by the financial and non-financial benefits at 4.9% and by the organisational policies at 4.7%.

FINDINGS AND RECOMMENDATIONS

The study found that except the constructs such as occupational relationships and the quality of life, all other factors are significantly associated with the employees' retention. Among the influencers, quality of life is the most inducing construct of the retention of the workers. The study also found that the factors such as the improper and unfavourable organisational policies, poor workplace relationships, extended work schedule and inappropriate pay benefits are responsible for the poor retention rates and in turn leads to the higher labour turnover rates.

Unfavourable organisational policies could be easily rectified by the organisation through improving the policies in favor of the workers' employed. Such policies includes the factors such as attractive bonuses, incentives, role plays, revised children educational allowances and alike. By doing so, the employees would remain loyal to their work. Workplace relationships could be easily improved by the organisation through meeting the grievances that existing between the workers and through the job sharing and working as a team techniques would be helpful in understanding one another (of the workers). And as a result, there would be better workplace relationships. Extended work schedule could be mitigated through the options of flexi time and by working in alternative work schedules. Through these means, the tasks

of the employees could be easily achieved and they found more time to meet all their commitments. Inappropriate pay benefits are the causes responsible for the employees leaving the organisation. Hence, the organisation should ensure that the workers are being paid with appropriate salary levels and proper incentives and bonuses without any delay and are paid to them regularly.

Through the favourable organisational policies, appropriate workplace relationships, flexi-time, and alternative work schedules and through suitable and appropriate pay benefits, the employees' attrition rates would be reduced. They tend to remain in the same organisation and in turn their productivity rises. Such employees' productivity would easily result in organisational productivity. And as a result, the business grows as a result of the growth in the economy. Therefore, it could be concluded that retaining talented human resources within the organisation easily paves the way for the growth of the business as well as that of the nation.

SCOPE FOR FURTHER RESEARCH

As the present study deals with only the employees of the manufacturing sector located in Tamil Nadu and Puducherry region, it should be extended further to the whole of South India comprising of Andhra Pradesh, Telengana, Karnataka, Kerala and two of the above. By doing so, it would be helpful to ascertain the entire picture of the employees' retention of the manufacturing industry of South India.

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