Employee Attrition and Retention Strategies in Amara Raja Batteries Limited: An Empirical Investigation

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Abstract: *Effective human resource management must be practiced at both strategic and functional levels because the HR strategy should evolve from a transactional support role to partnering in the organizations business strategy. The HR managers need to apply monetary retention strategies tools such as- performance linked incentives, rewards, increment in salary. The non-monetary retention strategies tools are to be designed as per the requirements such as- job enrichment, past track career program (lower level), training/coaching, work hours' flexibility, quarterly contest, hi-potential program, fun at work, one on one connect, regular round table discussions between employees and their respective Managers.*

Keywords: Job Enrichment Human Resource Management, Non-Monetary, Performance Linked Incentives, Retention Strategies and Rewards

1. Introduction

Despite India's early development strategy of creating a well-diversified industrial base through extensive reforms focused on manufacturing, an acceleration of manufacturing growth and the desired dynamism has remained elusive. The sector has not lived up to its expected potential as evident from its stagnant share of 15% to 16% in overall GDP since the 1980s.

Further, countries with similar levels of development, especially the East Asian economies, have been able to make their presence felt in the global market for manufacturing products to a far greater extent than India[1]. While China in particular has achieved, rapid growth fueled by its manufacturing base, India has not witnessed a similar scaling-up of its manufacturing capabilities, although over the years, the share of services has risen and agriculture has declined as a percentage of overall GDP.

The share of India's manufacturing output to overall GDP was only 15.8% in 2010-11, as compared with 30% in China, 31% in Korea, 36% in Thailand, 26% in Malaysia, 25% in Indonesia and 22% in Singapore[2].

The Indian manufacturing sector has significant potential to generate large scale employment especially in the organised sector. Historically, during the transition process, the manufacturing sector has been the main absorber of mass unskilled labour released from the agricultural sector. Unlike the East Asian economies, the country has not been able to draw employment from agriculture into manufacturing in any significant magnitude. Agriculture still remains the chief employment generator contributing 50% of the total employment (2007). This is the highest among most Asian and emerging market economies (Brazil 19%, China 44%, Indonesia 41%, Korea 7%, Malaysia 15%, and Thailand 42%) with the industry contributing to only 20% of overall employment[3]. Manufacturing employs 12% of the Indian workforce or about 53 million people[4].

2. Brief Profile of Amara Raja Batteries Limited, Tirupati

Amara Raja is a company which started in the year, 1985 and reached to the international standards and trends in its various activities such as, production, technology, administration, philosophy, mission and its vision. Amara Raja believes in influencing and improving the quality of life by building institutions that provide better access to better opportunities, goods and services to people all the time. With innovative engineering, research and design, Amara Raja has grown with partnerships and information sharing with world leaders. Amara Raja is committed towards latest generation technologies by developing and manufacturing globally competitive, customer focused products of world class quality and responsibly introducing these products into relevant markets. Amara Raja Batteries Ltd, (ARBL) is the largest manufacturer of Stand by Valve Regulated Lead Acid (VRLA) batteries in the Indian Ocean Rim comprising the area ranging from Africa and the Middle East to South East Asia. Based in Chennai, with a fully integrated manufacturing unit for its industrial batteries at Tirupati, Amara Raja has reached a position of leadership in a short span of 7 years.

Amara Raja is in a strategic partnership with Johnson Controls Inc., USA. With this, ARBL is in Global Supply Alliance with Varta AG of Europe and Enertec, who are

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[1] *Trivedi et al. 2011*
[2] *World Bank data sets.*

[3] *Trivedi et al (2011)*
[4] *National Sample Survey 66th round (NSS-66) conducted in 2009-2010*

joint venture partners of JCI in South America and Mexico. The Business Group of Amara Raja is categorized as Industrial Battery Division, Automobile Battery Division and Power System Division.

ARBL is the largest suppliers of stand-by power systems, catering to Indian utilities such as, Departments of Telecommunication, Indian Railways, Power Generation Stations, MTNL, VSNL, ITI and HTL. The company has preferential status with most MNC-OEMs such as ABB, Alcatel, Ericsson, Fujitsu, Lucent, Motorola, Nokia, Tata Liebert and Siemens. ARBL has prestigious Automotive OE clients including Ford, GM, Daimler Chrysler, Ashok Leyland, TELCO, and Mahindra & Mahindra. Amara Raja has a replacement Battery Brand Amaron hi-life. ARBL has a capacity for manufacture of around 1,000,000 units at its facility at Tirupati with an investment of US $ 10.00 million. A Greenfield project is planned at the same site with an additional investment of US $6 million to augment capacity to 2 million batteries. The Amaron hi-life battery is a product of the collaborative efforts of engineers at Johnson Controls Inc. and Amara Raja.

3. Review of Literature

In this section, a review of literature relating to previous studies has been made.

Michael Armstrong (2006) defines Employee Attrition as a normal flow of people out of an organization through retirement, career or job change, relocation, illness and so on. Jack, Philips and Adele define Employee Attrition as the percentage of employees leaving the organization for whatever reasons.

Turnover rate can be briefly described as how fast the employers recruit and lose employees (Chikwe, 2009). It is used to measure the effectiveness of recruitment (Mondy, 2010) and is sometimes considered as one of the indicators of organizational performance (Cho, Woods, Jang, & Erdem, 2006). Mondy (2010) clearly defined turnover rate as how many new recruitments were hired to replace resigned employees. By these definitions, turnover 'occurs' only when a replacement is successfully hired.

Turnover can be either voluntary or involuntary. Voluntary turnover happens when the employees initiate the termination of employment regardless the reasons, while involuntary turnover happens when a termination is initiated by the employers. Involuntary turnover may help improving productivity because underperforming employees were removed (Davidson & Wang, 2011). Most of the research on turnover is devoted to the causes and consequences of voluntary turnover (Schneer, 1993).

The impact of involuntary turnover to the company is minimal because it is under employer's control. In this study, only voluntary leave of employees is considered and brought into the discussion of turnover, regardless of whether a replacement is successfully prepared or not. To align with Wheelhouse's (1989) argument, turnover happens only if the left employees must be replaced. Therefore, those temporary workers who were hired to meet seasonal flow of business are not a part of in this study.

Employee Attrition (also known as labor turnover or wastage) is the rate at which people leave an organization. The term 'natural wastage' is also used to describe the employee attrition. According to Wayne F Cascio and John W Boudreau (2008), decisions affecting the acquisition of new employees (that is, selection decisions) require consideration of the quantity, quality, and cost of those acquisitions. Likewise, decisions affecting the separation of employees (that is, layoffs, retirements, employee turnover) require consideration of the quantity, quality, and cost to produce the separations. Figure 28 shows the diagrammatic presentation of the logic of Employee Attrition.
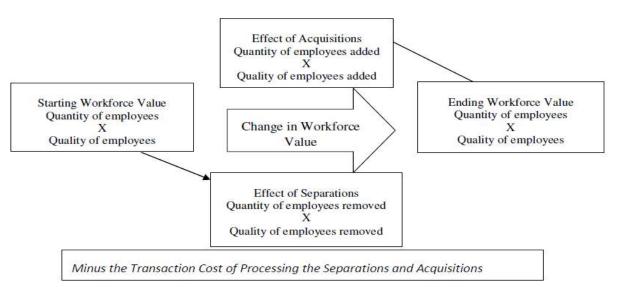
Figure 1: Logic of Employee Attrition

Source: (Wayne , Cascio , John , & Boudreau, 2008)

Decisions affecting employee attrition reflect three basic parameters:

    a. The quantity of movers

    b. The quality of movers (that is, the strategic value of their performance)

c. The costs incurred to produce the movement (that is, the costs of acquisitions or separations)

The important points to remember are that the results of decisions that affect acquisitions or separations are expressed through quantity, quality, and cost. Secondly, the consequences of these decisions often depend on the interaction between the effects of acquisitions and separations. In each period, two processes can change work force value: Employees are added, and employees are separated. As time goes on, these same two processes continue, with the beginning work force value in the new time period being the ending work force value from the last time period

3.1 Classification of Employee Attrition

Wayne F Cascio and John W Boudreau (2008) introduced two popular ways of classifying employee attrition as voluntary attrition versus involuntary and functional attrition versus dysfunctional attrition. Following gives the description of the two types:

Voluntary versus Involuntary Attrition: Employee attrition may be voluntary on the part of the employee (for example, resignation) or involuntary (for example, requested resignation, permanent layoff, retirement, death). Voluntary reasons for leaving such as another job that offers more responsibility, returning to school full time, or improved salary and benefits are more controllable than involuntary reasons, such as employee death, chronic illness, or spouse transfer. Most organizations focus on the incidence of voluntary employee attrition precisely because it is more controllable than involuntary attrition. They are also interested in calculating the costs of voluntary attrition, because when these costs are known, an organization can begin to focus attention on reducing them, particularly where such costs have significant strategic effects.

Functional Attrition versus Dysfunctional Attrition: Employee Attrition can be categorized into functional attrition and dysfunctional attrition. Having categorized employee attrition as voluntary, many organizations take the next logical step; namely, to determine the extent to which the voluntary attrition is functional /dysfunctional for the organization. Employee attrition is functional to the extent that the employee's departure produces increased value for the organization. It is dysfunctional to the extent that the employee's departure produces reduced value for the organization.

3.2 Measurement Methods of Attrition

Michael Armstrong (2006) developed three measurement methods of employee attrition which are described as given below:

Crude Employee Attrition Rate (BIM Index):
Crude Employee Attrition rate is the number of employees leaving over a period as a percentage of the average number employed over the period. This is the most common method in practice and it is easy to calculate and understand, and can be used readily for benchmarking.

Here we express attrition as a percentage of the number of people employed.

$$\frac{\text{Number of leavers in a period}}{\text{Average number of people employed in the period}} \times 100 = \% \, attrition$$

This is normally quoted as an annual rate and may be used to measure attrition per organization, department or group of employees. The advantage of this index is that it can alert HR planners to unusually high percentages of the workforce leaving compared with the HR plan, or with the industry average, say, which would suggest that something is wrong, or that more effort is needed to retain employees.

The disadvantage of this index is that it does not indicate who is leaving the department or organization: even a high turnover rate may not reflect any real instability if the core of experienced staff consistently remains.

Labor Stability Index:
This is the second method of measuring employee attrition which focuses mainly on stability.

Here, eliminate short-term employees from the analysis, thus obtaining a better picture of the significant movements in the workforce.

The Labor Stability Index value is calculated using the following formula:

$$\% stability = \frac{\text{Number of employees with one or more years' service}}{\text{Number of employees employed at the beginning of the year}} \times 100$$

Particularly in times of rapid expansion, organizations should keep an eye on stability, as a meaningful measure. The purpose is similar to the survival index and it provides a simple, if rather limited, basis for measurement.

Survival Rate:
The labor stability index ignores new starts during the year and does not consider service, which may be added to the measurement via length of service analysis, survival rate analysis. Here, the organization calculates the proportion of employees who are engaged within a certain period who are still with the firm after various periods of time. There may be a survival rate of 70% after two years, for example, but only 50% in the third year. It is a good indication of the effectiveness of recruitment procedures as well as, typically, the high proportion of people who leave after relatively short periods of service. It can therefore highlight where action is required.

3.3 The Cost of Employee Attrition

Employee attrition can represent a substantial cost of doing business. It is necessary to measure employee attrition and calculate its costs in order to forecast future losses for planning purposes and to identify the reasons that people leave the organization.

Unfortunately, many organizations are unaware of the actual cost of attrition. Unless this cost is known, management may be unaware of the financial implications of attrition rates, especially among pivotal talent pools. Management also may be unaware of the need for action to prevent controllable turnover, and may not develop a basis for choosing among alternative programs designed to reduce attrition.

Key Cost Components: According to Wayne F Cascio and John W Boudreau, (2008), the general procedure for identifying and measuring attrition costs is founded on the

premise that in measuring attrition, the organization must consider three major, separate cost categories: separation costs, replacement costs, and training costs. The cost of attrition should also include the economic value of lost business.

The key cost elements, that apply to total attrition costs include costs involved in conducting exit interviews (S_1), costs linked to administrative functions related to termination(S_2), separation pay(S_3), and unemployment tax(S_4), if applicable.

The key cost components to be considered in the calculation of Total employee attrition cost are listed as follows:

i.   Cost involved in conducting Exit interviews (S_1)
ii. Costs linked to administrative functions related to termination, such as deletion of the exiting employee from payroll, employment, and benefits files (S_2).
iii. Separation pay as per Organizational policy decisions (S_3).
iv. Unemployment tax calculated as per appropriate Government rules and legislation if applicable ($S4$).

By taking into consideration, the above cost components namely S1, S2, S3 and S4, the Total Attrition Cost is computed using the following formula:

Total Employee Attrition Cost $(S_T) = S_1 + S_2 + S_3 + S_4$

Indirect Cost Components in attrition

While calculating cost of attrition the following components also must be considered for in depth understanding of the attrition problem.

Replacement costs: Replacement costs are incurred by an organization when it replaces a terminated employee. There are eight categories of replacement costs and they are listed below as:

a) Communication of job availability
b) Pre-employment administrative functions.
c) Entrance interviews
d) Testing
e) Staff meetings
f) Travel/moving expenses
g) Post-employment acquisition and dissemination of information.
h) Employment medical exams.

Training Costs: In all organizations, replaced employees must be oriented and trained to a standard level of competence before assuming their regular duties. This often involves considerable expense to an organization.

The overall cost of the training program depends on the cost of two major components: costs associated with trainers and costs associated with trainees. The cost of the on-the-job training must also be determined for all replacement employees hired during the period, for it is an important element of training costs.

The Cost of Lost Productivity and Lost Business: The cost of decreased productivity due to employee attrition must include the decline in the productivity of an employee prior to termination or the decrease in productivity of a work group of which the terminating employee was a member. Seven additional cost elements included here are:

a) The cost of additional overtime to cover the vacancy.
b) The cost of additional temporary help.
c) Wages and benefits saved due to the vacancy (these are subtracted from the overall tally of turnover costs).
d) The cost of reduced productivity while the new employee is learning the job.
e) The cost of lost productive time due to low morale of remaining employees.
f) The cost of lost customers, sales, and profits due to the departure.
g) Cost of additional (related) employee departures (If one additional employee leaves, the cost equals the total per-person cost of turnover.

4. Statement of the Problem

From a managerial perspective, the attraction and retention of high-quality employees is more important today than ever before. A number of trends (e.g., globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. While there are important differences across countries, analysis of the costs of turnover (Hinkin & Tracey, 200) as well as labor shortages in critical industries across the globe have emphasized the importance of retaining key employees for organizational success. In response, managers have implemented human resources policies and practices to actively reduce avoidable and undesirable turnover (Fulmer, Gerhart, & Scott, 2003; Hom, Roberson, & Ellis, 2008; Kacmar, Andrews, Van Rooy, Steilberg, & Cerrone, 2006; Michaels, Handfield-Jones, & Axelrod, 2001).

Given the development of new managerial approaches to retention, labor market dynamism, and evolution in research methodology and technology, it is not surprising that turnover continues to be a vibrant field of research despite more than 1500 academic studies addressing the topic. While strategic human resource researchers are still investigating the causal mechanisms between HR practices and firm performance (Collins & Clark, 2003; Hatch & Dyer, 2004), most include voluntary turnover as a critical component of the equation (Shaw, Gupta, & Delery, 2005; Ulrich & Smallwood, HR's new ROI: Return on Intangibles, 2005)

5. Significance and Scope of the Study

This study derives its significance from its potential contribution at two primary levels: theoretical and practical. At the theoretical level, the present study is expected to bridge a gap in the literature for empirical research focusing on employee's retention in Amara Raja Batteries Limited, Tirupati (AP). For the practical contributions, this study is expected to provide new solutions and visionary pathways in the search for effective and efficient methods to improve retention of Operators associated with Amara Raja Batteries Limited, Tirupati (AP).

6. Objectives of the Study

- To identify and rank the factor of attrition in Amara Raja Batteries Limited
- To study the Employee Retention Practices in Amara Raja Batteries Limited
- To study the effect of job satisfaction and organisational commitment on Turnover Intention

7. Hypothesis of the Study

H_{01}: *Job satisfaction is negatively associated with turnover intention*

H_{02}: *Organizational commitment is negatively associated with turnover intention*

H_{03}: *Employee Retention Strategies are negatively associated with turnover intention*

8. Research Methodology and Design

8.1 Research design: The present study is a descriptive in nature**.**

8.2 Research methods: Exploratory Research Design.

8.3 Population of the study: The population frame would all Operators working in the different departments of Amara Raja Batteries Limited.

8.4 Sampling Frame: The sampling frame for the present research study would be list of total Operators.

8.5 Sampling Unit: The sample subject for the present research is total Operators**.**

8.6 Sampling Technique: The sample respondents of the study are Operators. The samples of respondents are selected based on Simple Random Sampling.

8.7 Sampling Size: The sample size for the present study is determined based on the Yamane's formula (1967).

$$s = \frac{N}{1+Ne2}$$

s = sample size

N = population size

e = error (at 0.05 level significance)

Sample Size $= \dfrac{3000}{1+3000 \times 0.05 \times 0.05}$

Required sample is =352.94

Sample taken for the study is =360

Table 1 Sample size of Operators

	Number
Number of total Operators	3000
Number of the Operators contacted	800
Number of response	385
Number of valid response	360

8.8 Sources of Data: The main sources of data for the present research consist of both primary and secondary sources. The primary data is collected from Operators with the help of administration of well-structured questionnaire. The secondary sources of data are journals, books, articles, reports, records and through internet sources.

8.9 Reliability of the instrument

In this study, the Cronbach's Alpha analysis is performed on each scale. The Cronbach's Alpha values are shown in the table no 2.

Table 2 Cronbach's Alpha Coefficient for Constructs

S. No	Constructs	Number of items	Cronbach's Alpha (α)
1	Employee Retention Strategies	17	.928
2	Job Satisfaction	13	.887
3	Organizational Commitment	8	.829
4	Turnover Intention	3	.758

8.10 Date collecting procedure

The data used for the present study is primary in nature. The primary data was collected through the field survey. Surveys are an efficient way of gathering information form a large sample of respondent by asking questions and recording responses (Blackwell et al., 2001, p.22). A survey is a planned collection and classification of data answering questions of fact. The respondents were administered a structured questionnaire. In this study, questionnaire was distributed to Operators in Amara Raja Batteries Limited Tirupati (AP)**.** The questionnaire begins with a brief introduction revealing the purpose and importance of the study in addition to the statements allaying fears regarding participation and confidentiality of their responses in the survey. The self-administered questionnaire was developed using scales from previous studies. The questionnaire used dichotomous, multiple choice, five – point Likert scale type statements.

8.11 TOOLS OF ANALYSIS

In this study, the data analysis is performed with the help of Statistical Package for Social Sciences (SPSS 21version) and Amos. The study utilizes both descriptive as well as inferential statistics for data analysis.

8.12 LIMITATIONS OF THE STUDY

- The study was limited to only the Amara Raja Batteries Limited, Tirupati (Andhra Pradesh).
- Since the study was confined to only one organization in the industry, majority of findings and conclusion are applicable only to that organization and generalization may or may not hold good for other organizations.
- The study was limited to only Operators.

9. Analysis and Findings

Factor Analysis for Implementation of Employee Retention Strategies

The result of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) (0.871) and Bartlett's Test of Sphericity (Chi-Square-17985.16 and significance-0.000) indicate the factor analysis done with the 16 variables relating to employee retention strategies. There were two factors extracted using the method of Principal Component Analysis (PCA) and Rotation Method of Varimax with Kaiser Normalization, with the criteria of eigen value greater than the one. The results of factor analysis are shown in the table 3.

Table 3 **KMO and Bartlett's Test for employee retention strategies**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.871
Bartlett's Test of Sphericity	Approx. Chi-Square	17985.163
	Df	120
	Sig.	.000

Communalities		
	Initial	Extraction
Provide job-specific training to Operators	1.000	.989
Provide information about job/organisation	1.000	.955
Offer competitive pay	1.000	.065
Provide competitive vacation benefits	1.000	.946
Appropriate fitment of the person to the job	1.000	.985
Structured orientation training for new Operators	1.000	.980
Provide mentoring to Operators	1.000	.972
Provide flexible work arrangement	1.000	.989
Engagement/job satisfaction survey	1.000	.981
Career growth	1.000	.976
Learning and development opportunities in the organisation	1.000	.983
Exciting work and challenge	1.000	.988
Meaningful work	1.000	.957
Recognisation	1.000	.963
Autonomy in job	1.000	.985
Job security	1.000	.971
Extraction Method: Principal Component Analysis.		

Total Variance Explained									
Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulativ e %	Total	% of Variance	Cumulat ive %	Total	% of Varianc e	Cumulativ e %
1	**8.910**	**55.686**	**55.686**	8.910	55.686	55.686	8.909	55.680	55.680
2	**5.775**	**36.095**	**91.781**	5.775	36.095	91.781	5.776	36.101	91.781
3	.944	5.899	97.680						
4	.141	.881	98.561						
5	.051	.318	98.879						
6	.043	.268	99.147						
7	.040	.248	99.395						
8	.027	.166	99.561						
9	.018	.114	99.675						
10	.014	.090	99.765						
11	.012	.077	99.842						
12	.009	.057	99.899						
13	.006	.038	99.937						
14	.005	.031	99.967						
15	.004	.024	99.991						
16	.001	.009	100.000						
Extraction Method: Principal Component Analysis.									

Table 4 **Rotated Component Matrix**

Rotated Component Matrix[a]		
	Component	
	1	2
Provide job-specific training to Operators	.994	.002
Provide information about job/organisation	.018	.977
Offer competitive pay	.254	.007
Provide competitive vacation benefits	.022	.972
Appropriate fitment of the person to the job	.992	.003
Structured orientation training for new Operators	.990	.012
Provide mentoring to Operators	.986	-.004
Provide flexible work arrangement	.994	.010
Engagement/job satisfaction survey	.990	.003
Career growth	.988	-.007
Learning and development opportunities in the organisation	.992	.001
Exciting work and challenge	.994	.003
Meaningful work	-.005	.978
Recognisation	.002	.981
Autonomy in job	-.001	.992
Job security	-.006	.985
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.		
a. Rotation converged in 3 iterations.		

Table 5 **Eigen value after Rotation**

Factor	Eigen value	Percentage of variance explained	Cumulative percentage
1	8.910	55.686	55.686
2	5.775	36.095	91.781

It can be concluded that there are two factors extracted from the 16 variables are explaining about 91.781 percent of the variance in the 16 statements relating to employee retention strategies considered in this study. The factors were labeled according to the variables under them (based on loading).

Table 6 **Factor Labeling and Loading**

S No	**Factor 1 Job Support and Training Opportunities**	Factor loading
1	Provide job-specific training to Operators	.994
2	Appropriate fitment of the person to the job	.992
3	Structured orientation training for new Operators	.990
4	Provide mentoring to Operators	.986
5	Provide flexible work arrangement	.994
6	Engagement/job satisfaction survey	.990
7	Career growth	.988
8	Learning and development opportunities in the organisation	.992
9	Exciting work and challenge	.994
	Initial Eigenvalue	**8.910**
	% variance	**55.686**
	Factor 2 Compensation and Career Growth	
1	Provide information about job/organisation	.977
2	Provide competitive vacation benefits	.972
3	Meaningful work	.978
4	Recognisation	.981
5	Autonomy in job	.992
6	Job security	.985
	Initial Eigenvalue	**5.775**
	% variance	**36.095**

Explanation of the Factors Derived:

The factor analysis extracted two factors out of 16 variables relating to employee retention strategies in the organisation and data was collected from the respondents. These two factors are referred as Constructs. These factors (or) construct describe what all attributes have grouped into those constructs. The importance of the construct or factors is based on the percentage variation explained by them.

As per the outcome of the factor analysis, the factor 1 (**Job Support and Training Opportunities**) comes out as the most critical factor that explain 55.68% of total variation. This is followed by factor 2 (**Compensation and Career Growth**) that describes 36.09 % of total variation. Moreover, all statistically significant factor together (all two) factors explain 91.78 % of the variation.

Table 7 **item statisitcs and cronbach's Alpha for Basic Reason for the People to Stay in the Organisation subscale**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Secured job	360	1.00	5.00	**3.3389**	1.51378
Reward for performance	360	1.00	5.00	**3.3333**	1.52052
No workplace harassment	360	1.00	5.00	**3.3028**	1.55135
better paying job	360	1.00	5.00	**3.2556**	1.55179
Company Standards	360	1.00	5.00	**3.1944**	1.56243
Good location	360	1.00	5.00	**3.1167**	1.50681
Welfare measures	360	1.00	5.00	**3.0667**	1.49129
Easy to leave/No bond	360	1.00	5.00	**3.0583**	1.49630
Adequate training practices linked with career growth opportunities	360	1.00	5.00	2.2111	1.28626
co-workers	360	1.00	5.00	2.2000	1.29020
supervisory style	360	1.00	5.00	2.1583	1.28412
interesting work	360	1.00	5.00	2.1500	1.27751
Cronbach's Alpha	.862				
Number of Items	13				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table 7 explores the scores given by the respondents on a five point Likert Scale regarding basic reason for the people to stay in the organisation. A five point Likert Scale (ranging from 1 to 5) is used to obtain the responses. The scores reveal that all the variables for people to stay in the organisation scored above the average level, which shows that all the factors are attributed to the people stay in the organisation. The respective mean value for the reasons for stay in the oragisation are Secured job (3.3389), Reward for performance (3.3333), No workplace harassment (3.3028), better paying job (3.2556), Company Standards (3.1944), Good location (3.1167), Welfare measures (3.1167) and Easy to leave/No bond (3.0583).

Table 8 **item statisitcs and cronbach's Alpha for Prime Reason for Leaving Employment in the Organisation subscale**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Dissatisfaction with training	360	1.00	5.00	3.3306	1.51838
Lack of competitive salary	360	1.00	5.00	3.2111	1.55848
Found another job outside the industry	360	1.00	5.00	3.2000	1.57062
Dissatisfaction with supervisor	360	1.00	5.00	3.1972	1.56297
Lack of challenge in job	360	1.00	5.00	3.1944	1.56243
Found another job in the industry	360	1.00	5.00	3.1333	1.49986
Dissatisfaction with supervision	360	1.00	5.00	3.1250	1.50151
Dissatisfaction with work hours/schedule	360	1.00	5.00	3.1139	1.51532
Unfair treatment	360	1.00	5.00	3.0694	1.49210
Lack of recognisation	360	1.00	5.00	3.0667	1.49502
Dissatisfaction with compensation	360	1.00	5.00	3.0639	1.49421
High stress working conditions	360	1.00	5.00	3.0611	1.49153
Dissatisfaction with co-workers	360	1.00	5.00	3.0611	1.49153
Poor communication related to the job	360	1.00	5.00	3.0611	1.49898
Insufficient salary	360	1.00	5.00	3.0556	1.49548
Lack of job security	360	1.00	5.00	3.0528	1.48905
Medical reasons	360	1.00	5.00	2.1833	1.28404
Family reasons	360	1.00	5.00	2.1833	1.28404
Poor benefits: welfare/ health/ safety	360	1.00	5.00	2.1444	1.27379
Cronbach's Alpha	.950				
Number of Items	19				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table 8 explores the scores given by the respondents on a five point Likert Scale regarding Prime Reason for Leaving Employment in the Organisation how this reason eventually contributes to attrition. A five point Likert Scale (ranging from 1 to 5) is used to obtain the responses. The scores reveal that all the variables among the prime personal reasons which contribute for leaving employment in the organisation scored above the average level, which shows that all the prime reasons can be attributed to attrition.

It is found that mean values for prime reasons for leaving employment are Dissatisfaction with training (3.3306), Lack of competitive salary (3.2111), Found another job outside the industry(3.2000), Dissatisfaction with supervisor (3.1250), Lack of challenge in job(3.1944), Found another job in the industry (3.1333), Dissatisfaction with supervision (3.1250), Dissatisfaction with work hours/schedule (3.1139), Unfair treatment (3.0694), Lack of recognisation (3.0667), Dissatisfaction with compensation (3.0639), High stress working conditions (3.0611), Dissatisfaction with co-workers (3.0611), Poor communication related to the job(3.0611), Insufficient salary (3.0556) and Lack of job security (3.0528).

Table 9 **item statisitcs and cronbach's Alpha for Employee Retention Strategies subscale**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Learning and development opportunities in the organisation	360	1.00	5.00	**3.3444**	1.49957
Provide job-specific training to Operators	360	1.00	5.00	**3.3417**	1.51039
Exciting work and challenge	360	1.00	5.00	**3.3361**	1.50239
Engagement/job satisfaction survey	360	1.00	5.00	**3.3278**	1.50331
Appropriate fitment of the person to the job	360	1.00	5.00	**3.3278**	1.50701
Provide flexible work arrangement	360	1.00	5.00	**3.3250**	1.49742
Career growth	360	1.00	5.00	**3.3194**	1.49676
Provide mentoring to Operators	360	1.00	5.00	**3.3167**	1.49828
Structured orientation training for new Operators	360	1.00	5.00	**3.3139**	1.50905
Offer competitive pay	360	1.00	5.00	**3.0611**	1.49340
Job security	360	1.00	5.00	2.2056	1.28066
Recognisation	360	1.00	5.00	2.1944	1.27804
Autonomy in job	360	1.00	5.00	2.1861	1.26064
Meaningful work	360	1.00	5.00	2.1694	1.26960
Provide competitive vacation benefits	360	1.00	5.00	2.1528	1.27390
Provide information about job/organisation	360	1.00	5.00	2.1389	1.27441
Cronbach's Alpha	.928				
Number of Items	16				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table no 9 shows the opinion given by the respondents regarding how the Employee Retention Strategies are contributing to reduce employee attrition in the organisation. A five point Likert Scale (ranging from 1 to 5) is used to obtain the responses.

This shows that all the mean scores assigned by the respondents are above average level. It is found that mean values for top employee retention strategies are Learning and development opportunities in the organisation (3.3444), Provide job-specific training to Operators (3.3417), Exciting work and challenge (3.3361), Engagement/job satisfaction survey (3.3278), Appropriate fitment of the person to the job (3.3278),Provide flexible work arrangement (3.3250), Career growth (3.3194),Provide mentoring to Operators(3.3167) ,Structured orientation training for new Operators(3.3139) and Offer competitive pay (3.0611).

Table 10 **item statisitcs and cronbach's Alpha for job satisfaction subscale**

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
The fairness of our Job tenure process.	360	1.00	5.00	3.8778	1.22261
The feeling of worthwhile accomplishment I get from doing my job.	360	1.00	5.00	3.8611	1.23444
The degree of respect and fair treatment I receive from my Peer, Supervisor, In charge.	360	1.00	5.00	3.8417	1.25116
The degree to which I am fairly paid for what I contribute to this organization.	360	1.00	5.00	3.3333	1.50394

The amount of support and guidance I received from my Peer, Supervisor, In charge.	360	1.00	5.00	3.3139	1.49608
The amount of job security I have.	360	1.00	5.00	3.2389	1.55445
The amount of pay and fringe benefits I receive.	360	1.00	5.00	3.2306	1.55661
I frequently think of quitting this job.	360	1.00	5.00	3.2306	1.56196
The work I do on this job is very meaningful to me.	360	1.00	5.00	3.2194	1.54745
The amount of personal growth and development I get in doing my job	360	1.00	5.00	3.2056	1.55026
Generally speaking, I am very satisfied with this job.	360	1.00	5.00	3.2000	1.55816
The people I talk to and work with on my job.	360	1.00	5.00	3.1917	1.56900
The amount of independent thought and action I can exercise in my job.	360	1.00	5.00	2.1750	1.25782
Cronbach's Alpha	.887				
Number of Items	13				

Note: 1= Strongly Disagree; 2 = Disagree; 3 = Neither Agree nor Disagree; 4 = Agree; 5 = Strongly Agree.

The above table 10 shows the opinion given by the respondents regarding job satisfaction. A five point Likert Scale (ranging from 1 to 5) is used to obtain the responses. The results indicate that all the mean scores given by the respondents are above average level. Reliability analysis for the job satisfaction scale is conducted. The reliability analysis for the "job satisfaction" revealed Cronbach's Alpha of 0.887. Moreover, the overall means and standard deviations of the scale are 3.86 and 1.18 respectively.

Table 11 item statisitcs and cronbach's Alpha for Organizational Commitment subscale

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am proud to tell others that I am part of this organization,	360	1.00	5.00	3.4000	1.48755
I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful,	360	1.00	5.00	3.3222	1.49523
I really care about the future development of this organization.	360	1.00	5.00	3.2722	1.48842
this organization really inspires the very best in me in the way of job performance,	360	1.00	5.00	3.2528	1.48530
I find that my values and the organization's values are very similar	360	1.00	5.00	2.2611	1.26607
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined,	360	1.00	5.00	2.2472	1.27653
I feel very little loyalty to this organization. (reverse-coded),	360	1.00	5.00	2.2361	1.25222
I talk up this organization to my friends as a great organization to work for,	360	1.00	5.00	2.2250	1.29147
Cronbach's Alpha	.829				
Number of Items	8				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table 11 shows the opinion given by the respondents regarding to organisational commitment in the organisation. A five point Likert Scale (ranging from 1 to 5) is used to obtain the responses. The results reveal that all the mean responses given by the respondents are above average level. Similarly, the reliability analysis of the organisational commitment scale also indicates high degrees of reliability. The Cronbach's Alpha of the organisational commitment scale is 0.829. The mean and standard deviation of the scale is 3.32 and 1.48 respectively.

Table 12 item statisitcs and cronbach's Alpha for turnover intention

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I probably look for a new job in the next year.	360	1.00	5.00	3.0806	1.53571

I will likely actively look for a new job in the next year,	360	1.00	5.00	3.9250	1.51223
I often think about quitting,	360	1.00	5.00	3.2917	1.35833
Cronbach's Alpha	.758				
Number of Items	3				

Note:1= Strongly disagree; 2 = Disagree; 3 = Neither agree nor disagree; 4 = Agree; 5 = Strongly agree.

The table 12 shows the opinion given by the respondents regarding the turnover intention. A five point Likert Scale (ranging from 1 to 5) is used to obtain the responses. The results reveal that all the mean responses given by the respondents are above average level. The turnover intention subscale consists 3 items. An application of the reliability analysis to the 3 items revealed a Cronbach's Alpha of 0.758, which can be labeled as excellent according to George & Mallery's (2003) classification. The mean and standard deviation of the subscale is 3.06 and 1.49 respectively. Since the Cronbach's Alpha is over 0.5 there is no need to omit any items to increase the reliability of the turnover intention dimension.

Table 13 correlation between turnover intention and other independent variables

Turnover Intention	N	R	Sig.
Job Satisfaction	360	. -570[**]	.000
Organisational Commitment	360	. -460[**]	.000
Employee Retention Strategies	360	.498**	.000
**. Correlation is significant at the 0.01 level (2-tailed).			
*. Correlation is significant at the 0.05 level (2-tailed).			

Pearson's correlation was used to measure relationship between turnover intention and independent variables (Job Satisfaction, Organisational Commitment, and Employee Retention Strategies).

The Table 13 shows that statistically significant correlation exist between turnover intention and independent variables.

More specifically,

H$_{01}$: Job satisfaction is negatively associated with turnover intention (r=0.-570, Significant at 0.01 level).

From the table it is inferred that,

H$_{02}$: Organisational commitment is also negatively correlated with turnover intention (r=0.-460, Significant at 0.01 level).

It means job satisfaction and organisational commitment have a positive influence to reduce turnover in the organisation. And

H$_{03}$: The employee retention strategies are also having a strong and positive correlation with turnover intention (r=0.498, Significant at 0.01 level).

Table 14 regression analysis between employee retention strategies and turnover Intention

Table 14-a Model Summary

Model Summary[b]				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839[a]	.703	.690	.53327
a. Predictors: (Constant), Job security , Structured orientation training for new Operators, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation				
b. Dependent Variable: turnover Intention				

In Table 14a, the column adjusted R shows 0.69 (69%). It indicates that the 16 independent variables: Job security , Structured orientation training for new Operators, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation . It means that 69% of the variance had been explained by the 16 independent variables. Another 31% is unexplained. In other words, 692% of Job security , Structured orientation training for new Operators, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation to turnover intention. The remaining 31% are other factors that contribute to turnover intention.

Table 14-b ANOVA

ANOVA[a]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	231.259	16	14.454	50.826	.000[b]
	Residual	97.540	343	.284		
	Total	328.800	359			
a. Dependent Variable: turnover Intention						
b. Predictors: (Constant), Job security, Structured orientation training for new Operators, Meaningful work, Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation						

Based on the result from Table 14b, the model is highly significant and accepted because the p-value of F ratio is less than 0.05. Job security , Structured orientation training for new Operators, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job , Provide information about job/organisation significantly influence employee turnover. It can be explained that the 16 independent variables: Job security , Structured orientation training for new Operators, Meaningful work , Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job and Provide information about job/organisation in the regression model are able to be used to predict employees' intention to quit.

Table 14-c coefficient

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.452	.093		4.846	.000
	Provide job-specific training to Operators	.168	.039	.168	4.295	.000
	Provide information about job/organisation	.124	.047	.121	2.663	.008
	Offer competitive pay	.084	.039	.090	2.155	.032
	Provide competitive vacation benefits	.097	.040	.101	2.461	.014
	Appropriate fitment of the person to the job	.099	.036	.107	2.760	.006
	Structured orientation training for new Operators	.044	.030	.052	1.439	.051
	Provide mentoring to Operators	.024	.032	.026	.731	.465
	Provide flexible work arrangement	.062	.033	.068	1.884	.050
	Engagement/job satisfaction survey	.050	.029	.058	1.723	.056
	Career growth	.044	.030	.053	1.464	.051
	Learning and development opportunities in the organisation	.009	.029	.011	.314	.052
	Exciting work and challenge	.038	.031	.045	1.235	.054
	Meaningful work	.041	.036	.043	1.142	.059
	Recognisation	.070	.037	.076	1.903	.058
	Autonomy in job	.070	.046	.069	1.509	.059
	Job security	.169	.045	.161	3.777	.000
a. Dependent Variable: turnover Intention						

In Table 14c, it shows that all the independent variables: Job security , Structured orientation training for new Operators, Meaningful work, Learning and development opportunities in the organisation, Engagement/job satisfaction survey , Exciting work and challenge , Provide mentoring to Operators, Provide job-specific training to Operators, Provide flexible work arrangement , Career growth , Appropriate fitment of the person to the job, Recognisation , Offer competitive pay, Provide competitive vacation benefits , Autonomy in job and Provide information about job/organisation are making a statistically significant contribution to the equation ($P<0.05$).

The beta computed from Table 14c, provide job-specific training to Operators has the highest Beta ($\beta=0.168$). This denotes that Provide job-specific training to Operators is the most important contributor to reduce turnover intention to quit. Followed by Job security with $\beta=0.161$; Provide competitive vacation benefits $\beta=101$; Appropriate fitment of

the person to the job β=0.107; Offer competitive pay β=0.090; Provide flexible work arrangement β=0.068 and lastly Structured orientation training for new Operators with

10. Suggestions

In the light of above discussion, following suggestions/recommendations are made.

- Introduce highly competitive salary packages for the Operators to reduce the high attrition problem.
- Tailor the compensation system as per the employees' credentials
- Introduce performance- based incentive to the Operators for Recognising the performance.
- Make the reward systems transparent in the organization
- Bring in flexibility in opting for lengthy working hours by focusing on task completion within the target date.
- Adopt flexible working hours to reduce the problems associated with lengthy working hours.

11. Conclusion

In this era of globalization, the employees are blessed with good opportunities. As soon as they feel dissatisfied with the current employer or with the job, they switch over to the other one. If an employee resigns, then good amount of time is lost in hiring a new employee and then training him/her and this goes to the loss of the company directly. Tools for employee retention are developing employee reward program, career development program; performance based bonus, employee referral plan, loyalty bonus, employee

β=0.052 contribute significantly for predicting employee turnover intention to quit.

- Understanding of the employees and their needs on a personal basis will make managing them much easier.
- Companies need to go in for a diverse workforce, which does not only mean race, gender diversity, but also includes age, experience and perspectives. Diversity in turn results in innovation and success.
- Employee Retention must be regarded as key goal as opposed to part of much more extensive administration arrangement and particular methodologies must be taken after for holding workers.
- Job and business sector intensity of compensation structure must be kept up so that workers feel that they are getting their value and don't leave for green fields

recreation, gifts at some occasions, accountability, making the managers effective and easily accessible, surveys etc.

The last decade has seen the initiation of a variety of interesting and rigorous studies that account for some of the complex and dynamic nature of the turnover process in different types of the industries. Accordingly, HRD has adopted different retention strategies for different organization and for different levels. Employee turnover is very high in manufacturing sector in India as skilled workforce has ample number of opportunity to choose from.

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