

RETENTION OF EMPLOYEES BEFORE AND AFTER SHIFTING OF MANUFACTURING UNITS FROM DELHI TO NCR

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ABSTRACT:

This research was conducted in Delhi manufacturing sector, with data collected from 77 employees from six manufacturing companies. Retention is not influenced by gender, experience, or the nature of the employee's work, according to the research. However, the study found that retention is influenced by age, education level, designation of workers, and average monthly income of employees.

Keywords: Employee Turnover, Employee Retention Strategies, Personal Satisfaction, Organizational Culture, Welfare Benefits, Intention to stay.

INTRODUCTION:

It is necessary for effective human capital market retention management to conduct a continual diagnostic on the nature and reasons of employee turnover, as well as a methodical approach to determine the biggest influence on organisational performance of human capital market retention. Retaining an employee for the term of their job is known as employee retention. Both the company and the employee profit from staff retention. Today's workforce is distinct. When they are displeased with their current employers, they leave. Else, In order to avoid losing top performers, It is the responsibility of the company to keep its most valuable employees. In today's quickly globalising business environment, effective retention management has emerged as a key

source of competitive advantage, with higher retention meaning decreased worker turnover.

Human resource management must shift its focus from reducing overall employee turnover to influencing which employees leave and when. As a consequence of research, several retention initiatives have been discovered in the IT industry. Incentives such as higher pay, more frequent performance assessments, training, and opportunities for advancement were among the features of these methods. IS (Information Systems) practitioners' motivational issues were explored. IS workers, he claims, are more reluctant to transition than other professionals, while production workers are concerned about their prospects for advancement. have regarded the human being (man) as one of the organization's most valuable resources Other Ms, such as men, money, machinery, material, and market, have the potential to be better utilized by man. Attracting, developing, and maintaining these resources takes a lot of effort. Employees leave because of their discontent. The writers felt compelled to develop measures to please and retain these workers. The combination of numerous tactics can only assist to improve satisfaction and retention.

LITERATURE REVIEW:

Anju Sigroha (2020) Employee turnover is a huge issue for businesses all around the world. This research focused on the IT industry. Companies cannot afford to lose their best employees since they are their most valuable asset. In order to maintain their finest

staff, companies are implementing efficient retention strategies. The productivity and long-term profitability of a business would be harmed by a high rate of personnel turnover. Employee turnover in the Indian IT sector is being studied in this study to see how retention techniques affect it. The study will take place in Delhi (National Capital Region). In this study, the proxy variable that explains employee turnover is the intention to stay. The intention of employees to stay or depart is determined by previous research conducted by various experts.

BODJRENOU KOSSIVI (2016):

A company's most valuable asset is its workforce. Because of their significance, businesses must not only recruit the best talent, but also keep it. For the purpose of this research, the results of past studies conducted by different researchers are examined. Researchers determined that more study into employee retention is needed to better understand this difficult problem in human resources management.

BILQEES GHANI (2022):

While the hospitality industry confronts difficulties in retaining qualified staff, little effort has been paid to devising retention methods, resulting in poor organizational performance and long-term growth. To ensure the long-term success of the company, Complete coverage of literature on employee retention in hospitality is provided by this study. Furthermore, the research offers specific recommendations for developing staff retention strategies and procedures. According to the findings, Employees who are happy in their jobs are less likely to hunt for another one, whereas those who are dissatisfied are more likely to look. The ramifications for managers were also highlighted.

ATTIA AMAN-ULLAH (2020):

The goal of this research is to go over the available literature on the unusual issue of employee retention in Pakistan. This study employs research on employee retention determinants to achieve that goal. Banking, education and telecommunications in Pakistan place a strong emphasis on human resources methods, motivation, and remuneration for employees, according to a thorough literature analysis. Furthermore, the most commonly employed hypothesis for explaining the occurrence was discovered to be the social exchange theory. Finally, such as knowledge base, dynamic capacity and resource-based theory are all alternatives to the social exchange model could be empirically incorporated, providing a potential area of research.

FOLAKEMI OHUNAKIN AFFILIATION (2020):

The purpose of this research is to contribute to the current body of knowledge on talent retention and to provide a remedy to the unfavourable behavioural outcomes of high-performing workers in the hospitality sector in Nigeria. Consequently, supervisors should always encourage their employees' professional growth and financial security. This is critical for capturing their entire attention and encouraging healthy workplace behavior. This will improve company branding, knowledge transfer, succession planning, and the retention of top people.

RESEARCH METHODOLOGY:

The following goals were established, including:

1. Employee Retention in the manufacturing industry should be studied.
2. To investigate the connection between employee retention and demographic traits

RESEARCH SAMPLE:

Manufacturing sector employees such as Executives, Design Engineers Supervisors and Helpers are the focus of this study's research. The population of manufacturing sector employees in and around Delhi is the focus of this study. Delhi is home to the most manufacturing.

SAMPLING:

Choosing a representative sample from the complete population is the first step in the process of collecting data for a larger study of the entire population. For this study, 77 employees from six manufacturing industries were selected as a sample size. Convenience sampling is the sample strategy used in this investigation.

QUESTIONNAIRE:

For the study's wide-ranging objectives, the questionnaire is structured in a way that is accurate. Open-ended, multiple-choice questionnaires were utilised to gather primary data in this research.

Both English and Kannada versions of the questionnaire were devised. The study's structured feedback form is, without a doubt, closed-ended. The following two sections were required on the form.

1. A company's and its workers' biographical information.
2. Employees' feelings on the company's retention policies, i.e., whether or not they want to keep their jobs. With a Likert scale of 1 to 5, "strongly disagree" means "strongly disagree," and "strongly agree" means "strongly agree." Each scale contains many inquiries to cover various characteristics. Close-ended questions about employee retention are included in the questionnaire.

FRAMEWORK FOR THE STUDY:

The Employee Retention framework is based on a theoretical model of employee retention operation elements. Six components make up the Employee Retention framework.

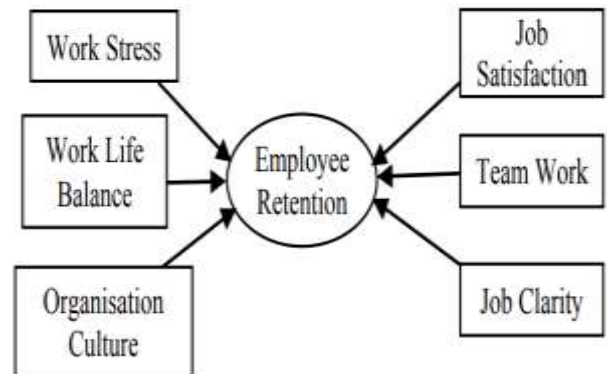


Figure 1. Employee Retention frameworks

THE CURRENT SITUATION OF EMPLOYEE RETENTION IN MANUFACTURING UNITS

According on the aggregate score that each individual received, respondents were categorized as either "like" or "dislike" when it came to their retention intentions. Each sample respondent's retention intention was calculated by summing the values from The retention intention value is calculated by taking the first 30 questions in the survey and dividing them by the total number of questions, which is 30. To put it another way, on a scale of one to five, with one being the lowest and five the highest, each item on the survey was given a score out of 5. The respondents' mean retention intention was calculated using the aforementioned procedure. It was therefore possible to calculate the overall mean or grand mean by averaging the mean values from all respondents. The overall mean so determined is 3.94 for the current study. It was reported that those who scored higher than the general mean of retention intent were more likely to stick around, whilst those who scored lower than the overall mean were less likely to stick around. Employees in manufacturing units were categorized into two groups, based on their Retention score: those who liked it and

those who didn't. Table 1 shows the status of Employee Retention.

Table 1 the status of Employee Retention.

Status of Retention	No. of employees	Percentage
Like to	47	61.1
Not like to	30	38.9
Total	77	100

Based on results from a poll of 77 employees across six production facilities, 61.1 percent said they would prefer to stay with the company, while 100 percent said they would not. This data is shown in Table 1.

RETENTION OF MALE WORKERS IN THE WORKPLACE:

Table 3 shows the results of a survey conducted among 77 employees in manufacturing facilities to see how they perceive the current state of employee retention in these facilities (table 2).

Table 2 state of employee retention in these facilities.

Status of Retention	No. of Male employees	Percentage
Like to	23	29.8
Not like to	54	70.2
Total	77	100.00

23 men (29.8 percent) want to stay with the company because of its current Employee Retention status, whereas 54 men (70.2 percent) don't want to stay with the company for any reason, as shown in Table 2.

RETENTION OF FEMALE EMPLOYEES:

There were 27 female employees in the manufacturing sector who were categorized into two groups based on their perceptions on the status of Employee Retention in manufacturing units.

Table 3. Women's retention in the workplace

Status of Retention	No. of Female Employees	Percentage
Like to	40	51.9
Not like to	37	48.1
Total	77	100.00

A total of 77 female respondents were questioned for this study, with 40 (51.9 percent) of them saying they would prefer to stay with the company based on its current Employee Retention status, and 37 (48.1 percent) saying they would like to leave.

RETAINING WORKERS DEPENDING ON THEIR AGE:

The respondents' attitudes about retention were divided into two categories based on their ages (table 4).

Table 4. Retention based on age of employees

Age of employees	No. of Employees	Status of Retention of employees	
		Like to	Not Like to
20 to 30	32	34	41.5
31 to 40	36	36	46.7
41 to 50	9	7	2
Total	77	77	100

RETENTION OF EMPLOYEES BASED ON EDUCATION LEVEL OF EMPLOYEES:

According to the data in Table 8, of the 22 people who were asked about their plans for employment after graduation, 13 said they would like to stay with the company, while the other nine said they would prefer to leave. The second group of employees who were aware of Graduation named 17 employees, 43 of whom would prefer to stay, and the remaining 44 who would not wish to

stay. Among Diploma's third cohort, which includes those who believe in diploma, there are 19 people who have indicated that they would either like to remain with the company or would choose to leave it altogether. In the fourth group of employees who saw ITI, there were 15 people, but only one of them wanted to stay. The other 4 people wanted to leave. In the fifth set of employees, two would like to stay and the other two would prefer to leave the company, with a total of four people named in total.

Table 5. Retention 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	17	43	44
Diploma	19	18	31
ITI	15	1	14
thers	4	2	2
Total	77	77	100

RETENTION BASED ON AVERAGE INCOME OF EMPLOYEES:

The respondents were classified into two categories based on the average monthly income they had. According to their average monthly pay, employees' retention is shown in Table 9. In the first group of employees who earn an average monthly pay of between Rs. 5000 and Rs. 10,000, there are three employees who would like to go and three who would prefer to stay. Those earning an average monthly pay of between Rs. 10,000 and \$20,000 have named 51 employees, 15 of whom would like to continue with the company, while the other 36 would prefer to go. Employees who earn an average monthly pay of more than Rs. 20000 fall into the second category, which includes 23 people. Of these, 62 employees

want to continue with the company, while the other 61 do not.

Employee Retention is influenced by the average monthly wage of the employees, according to the percentage research.

Table 6. Retention based on Averagemonthly income of employees

Average salary per month in INR	No. of Employees	Status of Retention of employees	
		Like	Not like
5000 - 10000	3	0	3
10000 - 20000	51	15	36
more than 20000	23	62	61
Total	77	77	100

RETENTION BASED ON DESIGNATION OF EMPLOYEES:

Respondents were classified into two groups based on their responses to the retention question. Among the 101 employees indicated in table 10 management, 52 would like to stay, while the rest 49 would prefer to leave. The second set of workers who selected an engineer identified 54 employees, of whom 23 would want to remain and the remaining 31 would prefer to leave the organisation.

Two employees would wish to continue with the company, while the other 20 are adamant about their desire to leave the third set of people identified as line operators.

Table 7. Retention based on Designation of employees

Designation	No. of Employee	Status of Retention of employees	
		Like	Not like
Manager	01	52	49
Engineer	54	23	31
Line operator	22	2	20
Total	77	77	100

According to the percentage analysis, employee designation has a major impact on Employee Retention. '.

DEMOGRAPHICAL FACTORS THAT AFFECT EMPLOYEES' RETAINMENT ARE CONNECTED:

Seven hypotheses H01a, H01b, H01c, H01d, H01e, H01f, and H01g were developed to better understand the link between employee demographics and retention. A Chi-Square test was used to determine if the hypothesis was true or false. When it came to employee retention, all demographic traits were divided into two categories: "Like to" and "Need to"; the results are shown in table 8. For assessing the association between employee retention as well as demographic factors, the significance level and the values of 2 are provide.

STATUS OF COMPONENTS OF EMPLOYEE RETENTION:

77 employees were polled and divided into two groups based on whether or not they liked or disliked various retention factors. Table 9 shows that 45.76 percent of employees want to stay in the company because of work stress, whereas 54.24 percent don't want to stay in the company.

Table 9. Status of retention components

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

A happy employee is more likely to remain with the organisation, whereas a disgruntled employee is more likely to go. 55 percent of workers want to stay with the firm because of the work-life balance, while 44 percent do not. Because of the lack of work definition, 45.76 percent of employees want to remain with the organisation, while 54.24 percent do not. While 41.81 percent of workers desire to continue with the company, a whopping 58.19 percent do not because of the company's culture. Because of the importance of working together, only 49.15% of employees want to stay with the company, while the other 50.85% do not want to stay with the company.

EMPLOYEE RETENTION CORRELATION AND EMPLOYEE RETENTION COMPONENTS:

At the 5% significance level, the Pearson correlation test was performed to evaluate the sub-hypotheses and the extent to which Employee Retention Components impact Retention of workers. Employee retention in surveyed all industrial units has a statistically significant positive link with the components of Employee retention that were studied. Retention of employees is strongly linked to work stress (r=0.78).

Table 10. Correlation between Employee Retention and components of Employee Retention

Employee Retention	coefficient (r)	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

REGRESSION ANALYSIS:

Regression analysis is employed when one variable's value is used to predict the value of another. It's important to note that "dependent variables" and "independent variables" are used interchangeably in this context. Linear regression equation is the equation used to express a dependent variable with regard to an independent variable.

Table 11. 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

REGRESSION EQUATION FOR EMPLOYEE RETENTION:

The effect of six employee retention factors on employee satisfaction and loyalty Multivariate regression was used. Employee retention is the study's sole dependent variable, with six different retention factors acting as the study's sole independent variables. This information can be found in Table 15.

Table 12. 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

The R squared value is 0.962, and the adjusted R squared value is 0.96, as shown in table 12. There are 0.981 differences in the retention of employees due to the six retention components. The following ANOVA is used to ensure that the regression fit is correct (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			

F value = 713.729, P = 0.00 are reported in table 16 and are statistically significant at the 5% level. As a result, it is appropriate to use a regression fit that results in a coefficient for each of the independent variables. Table 13 displays the correlation coefficients and significance levels for each independent variable.

Table 13. Coefficient values

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(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
1 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

There is statistical significance of 5 percent for all components of Employee

Retention in Table 13 ($p = 0.00$). According to the data in the table, all six components of employee retention had a favorable impact on the retention rate of workers at the manufacturing facilities that were surveyed. According to the regression equation, job stress (C1) contributes 0.227 (the regression coefficient) to employee retention at the highest level, whereas teamwork (C6) contributes 0.113 at the lowest level. This suggests that employee retention accounts for all of the variation in the dependent variable's R² value, which is 0.981 p 0.

CONCLUSION:

More than 200 employees from ten manufacturing industries were surveyed using a structured questionnaire. The focus of the study was on middle- and shop-floor-level personnel in the manufacturing industry. It was determined that the data obtained from 77 employees of six industrial businesses was suitable for further analysis. The attrition rate among male employees is higher, and individuals between the ages of 20 and 30 are more likely to want to switch jobs. That means No matter what type of job a person does or how long they've worked for the company; retention is the same regardless of gender, age, or experience. There is a direct correlation between Employee Retention and factors such as the employees' age, education level, job title, and compensation. Retention of Employees depends on factors such as age, education level and compensation.

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