



## A Study on Employee Retention Strategies in a Private Gold Manufacturing Company

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### ABSTRACT:

This project investigates employee retention strategies at a private gold manufacturing company focusing on factors influencing employee retention, such as career development, organizational culture, and job satisfaction, as there was increasing Attrition rate. Through data collected from 200 candidates across Tamil Nadu and other states, the study highlights that career advancement, job satisfaction, and a flexible work environment are key factors influencing retention. The study also highlights geographic variations in employee preferences, suggesting the need for tailored retention strategies. Based on these findings, practical recommendations are proposed to help the company improve employee retention, foster a more engaged workforce, and reduce turnover, thereby enhancing overall organizational performance. By addressing these insights, the company cannot only improve employee satisfaction but also strengthen its competitive edge in retaining top talent.

**Keywords:** Employee Retention, Career Development, Job satisfaction.

### Introduction:

In today's competitive business environment, retaining top talent has become a strategic priority for organizations. Employee retention is crucial not only for maintaining continuity and reducing recruitment costs but also for fostering organizational stability and growth. High turnover rates can disrupt workflow, decrease employee morale, and ultimately impact the organization's bottom line. Therefore, developing effective employee retention strategies has become a core focus for companies aiming to sustain a skilled and committed workforce. The company, a leader in the Indian jewellery manufacturing sector, has experienced significant growth and expansion over the years.

With its strong market presence, the company recognizes that its success is largely driven by its workforce. However, like many organizations, company faces challenges in retaining its talented employees, especially in an industry where skills and craftsmanship are highly valued. This project seeks to explore the key factors that influence employee retention at the company and to identify areas where improvements can be made. By examining factors such as career development opportunities, workplace culture, training, and role alignment, the study aims to uncover the reasons behind employee turnover and to propose actionable strategies to enhance retention. Moreover, the project investigates the relationship between employee engagement and retention, identifying barriers that hinder long-term employee satisfaction. The findings and recommendations from this study will provide the company with insights into how to refine its employee retention strategies, fostering a motivated, engaged, and loyal workforce that can drive the company's continued success.

### Objectives:

- To identify the key factors that influence employee retention within the company.
- To understand the employees' perceptions towards retention practices in the workplace.
- To analyse the impact of demographic variables on employee retention in the company.
- To propose recommendations for improving employee retention in the company.

### Review of Literature:

1. The study "Employee Retention: A Review of Literature" was authored by **Bidisha Lahkar Das, Dr. Mukulesh Baruah, 2013** on employee retention primarily utilized secondary data, which indicates that the sample size and sample units were not explicitly defined in the provided contexts. However, it is clear that the research drew from a variety of sources, including books and various research journals, to compile relevant

information on employee retention and job satisfaction. In terms of data analysis tools, the paper does not specify any particular statistical tools or software used for analysing the data. Instead, it focuses on reviewing existing literature and synthesizing findings from previous research conducted by various scholars in the field of employee retention. This descriptive methodology suggests that the analysis was qualitative in nature, relying on the insights and conclusions drawn from the literature rather than quantitative data analysis.

The findings of the study highlight several critical aspects of employee retention. It emphasizes that human resources are vital assets for organizations, and retaining skilled employees is essential for long-term growth and organizational goodwill. The research also points out that there is no one-size-fits-all strategy for employee retention, as different employees have varying demands and expectations. Furthermore, it identifies key factors influencing employee turnover, such as job satisfaction, compensation practices, leadership, and working conditions, which are crucial for developing effective retention strategies.

2. The article titled "Employee Retention: Organisational and Personal Perspectives" was authored by **Eva Kyndt, Filip Dochy, Maya Michielsen, 2014** and published in the *Vocations and Learning* journal by Springer Science + Business Media. The study had a sample size of 349 employees from 57 different companies in the private sector, with an even distribution of 50% male and 50% female participants. The population of the study consisted of employees from various companies, with an emphasis on how learning and work climate affect retention. For data analysis, a combination of questionnaires and semi-structured interviews (11 interviews) were used, alongside exploratory factor analysis and multiple stepwise linear regression for quantitative data analysis. The study found that appreciation and stimulation, leadership skills, and seniority positively influence employee retention, while pressure of work and a high learning attitude negatively impact retention. Additionally, level of education was negatively correlated with retention, indicating that more educated employees are more likely to leave.
3. The study titled *Factors Influencing Employee Retention* authored by **Farah Azilla Binti Ahmad Fahmid 2016**. This study explores the impact of career development opportunities, compensation, and workplace flexibility on employee retention in a solar panel manufacturing company located in Kulim, Malaysia. The research aimed to determine if these factors have a significant relationship with employee retention. The study involved distributing questionnaires to 193 employees, with the data analyzed using the Statistical Package for Social Sciences (SPSS) version 22. The analysis included descriptive statistics, correlation, and regression analyses. The findings revealed that 36.6% of the variation in employee retention could be explained by the factors studied, and all three career development opportunities, compensation, and workplace flexibility were found to have significant relationships with retention. This emphasizes the importance of improving these areas to enhance employee retention strategies.
4. 'The study on employee retention strategies in Indian manufacturing industries' by **Ajaya Kumar C.H. & Dr. Ravindra D. Gadkar, 2016** utilized a comprehensive approach to gather and analyze data. The sample size consisted of 38 empirical studies published between 2012 and 2016, which were specifically focused on employee retention practices within Indian manufacturing organizations. This selection was made from an initial pool of 350 results obtained through electronic searches using platforms like Google Scholar and J-Gate, with keywords related to employee retention and turnover. The sample unit for this research was the individual studies themselves, which provided insights into various employee retention practices across different organizations.

The analysis revealed the existence of 43 different variables that organizations practiced to retain employees, indicating a diverse range of strategies being implemented in the industry. The findings of the study emphasized the importance of understanding the complexities of employee turnover and retention. It highlighted that organizations often struggle with high turnover rates, which can be costly and detrimental to their operations. The study also provided suggestions for improving retention strategies, focusing on aligning organizational goals with employee needs to reduce turnover rates effectively. Overall, the research contributes significantly to the literature on employee retention by offering insights into effective practices and the challenges faced by organizations in the Indian manufacturing sector.

5. The research methodology employed in the study "An Effective Employee Retention Policies as a Way to Boost Organizational Performance" by **Ibrahim Abdulai Sawaneh and Fatmata Kanko Kamara 2019** is descriptive in nature. The study used secondary data, including textbooks, internet, academic articles, and conference papers. The authors relied on their long acquaintance with educational institutions in Sierra Leone to gather information. No specific sample size was mentioned in the study. The data collection tools used were secondary data sources. The study did not employ any primary data collection methods such as surveys or interviews. The data analysis was based on a review of existing literature on employee retention policies. The study aimed to identify the factors that undermine employee retention in tertiary educational institutions in Sierra Leone. The authors used a qualitative approach to analyze the data and draw conclusions. The study's findings were based on a comprehensive review of existing research on employee retention policies.

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### Scope of the study:

The scope of this study focuses on examining the employee retention strategies at the private gold manufacturing company, with particular emphasis on identifying the key factors influencing employee retention, such as career development opportunities, workplace culture, training etc. The study seeks to explore how these factors affect employee satisfaction and long-term commitment to the organization. Additionally, it will assess the current challenges the company faces in retaining its workforce and investigate the role of employee engagement in promoting retention. The research will be conducted through surveys and interviews with employees across various departments of the company, aiming to gather insights into their experiences and perspectives on retention-related issues. Based on these findings, the study will propose practical recommendations to enhance retention strategies for the company, providing actionable insights for management to implement.

### Limitations of the study:

**Sample:** The response has been collected from the candidates who are joining in the organisation through phone class as I do not have the access to collect data from the employees working in the production department.

**Time Constraints:** Limited time for data collection and analysis may restrict the depth of insights gained, potentially overlooking some nuances of employee engagement.

**Organizational Context:** The findings may be specific to the company's unique organizational culture and practices, making it challenging to apply the recommendations to other organizations without adjustments.

### Conceptual Model:



CHART 1.0

### Data Analysis:

The following table presents the Demographic and Dependent variable by analysis of the respondents

TABLE 1.0

CATEGORY	FREQUENCY	PERCENTAGE
<b>Gender</b>		
Male	117	58.5
Female	83	41.5
<b>Total</b>	200	100
<b>Age</b>		
18-25	58	29
26-35	51	25.5
36-45	54	27
46-55	28	14
Above 55	9	4.5
<b>Total</b>	200	100
<b>Educational Qualification</b>		
Diploma	44	22
BE	7	3.5
Degree	98	49
ITI	10	5
Diploma/ ITI/ Degree Dropout or Fail	41	20.5
<b>Total</b>	200	100

<b>Location</b>		
Tamil Nadu	100	50
Other State	100	50
<b>Total</b>	200	100
<b>Employee Retention Strategies</b>		
Better Compensation	29	14.5
More Recognition	51	25.5
Improved Work-life Balance	51	25.5
Enhanced Career Development Opportunities	45	22.5
Stronger Organisation Culture	24	12
<b>Total</b>	200	100
<b>Reason to stay with an organization</b>		
Career Advancement	54	27
Job Satisfaction	47	23.5
Organisation Culture	46	23
Work-Life Balance	38	19
Compensation	15	7.5
<b>Total</b>	200	100
<b>Work environment</b>		
Collaborative and Team-oriented	31	15.5
Independent with minimal supervision	64	32
Flexible with Remote work options	67	33.5
Structured with clear hierarchies	38	19
<b>Total</b>	200	100
<b>Work life balance</b>		
Yes	151	75.5
No	49	24.5
<b>Total</b>	200	100

The table presents the Independent Variables by analysis of the respondents

**TABLE 2.0**

SL.NO	STATEMENT	MEAN
<b>Training</b>		
1.	I am interested in Learn while Earn training of the company	3.1
2.	I agree with performance-based pay system	3.12
3.	I agree that my performance can be evaluated at any point of time	3.23

<b>Employee Well-being policy</b>		
4.	I will adhere to company's leave policy	3.07
5.	I am ready to give feedback to HR regarding the company's policies	3.185
6.	I will be involved in the organization's engagement activities	3.21
<b>Career Opportunities</b>		
7.	I am agreeing to the company's policies with respect to performance management	3.21
8.	I agree to the Fast-track growth system suggested by the management	3.17
9.	I agree that company can take necessary steps to improve my performance	3.265

### Findings:

- Majority of respondents are male (58.5%).
- Majority of the workforce is predominantly young, with 81.5% under 45 years.
- Majority of respondents hold a degree (49%), while 22% have a diploma.
- Majority of respondents are equally split between those from Tamil Nadu and other states.
- Majority of valued strategies include recognition and work-life balance (25.5% each), followed by career development opportunities (22.5%).
- Majority consider career advancement as the primary factor (27%), followed by job satisfaction (23.5%) and organizational culture (23%).
- Majority of respondents highly value flexibility, with (33.5%) preferring remote work options and (32%) favouring independent work.
- Majority (75.5%) report satisfaction with their work-life balance in previous positions.
- Majority show moderate interest in learning while earning (mean score 3.1) and moderate agreement with performance-based pay (mean score 3.12).
- Majority of the mean scores indicate moderate agreement with company policies and a willingness to participate in organizational activities.
- Majority express moderate agreement with performance management policies (mean score 3.21) and fast-track growth (mean score 3.17).
- Majority indicate no significant difference between candidates' experience and retention strategies and Majority of respondents reveal that age does not show a significant relationship with retention strategies.

### Conclusion:

The survey results indicate that migrant workers have a higher turnover rate compared to Tamil workers. This suggests that the organization should prioritize initiatives and retention strategies specifically aimed at supporting Tamil workers. By enhancing workplace culture, career development opportunities, and compensation for Tamil employees, the organization can foster a more stable workforce and reduce attrition rates among this group. The company should continue to focus on Tamil manpower recruitment to build a more stable and committed workforce. By prioritizing local talent, the organization can leverage the advantages of cultural alignment, familiarity with regional values, and community ties that often enhance employee loyalty.

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