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A Study on the Analysis of Irreversible Brain Drain in Krishnaa Drives

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ABSTRACT:

The issue of brain drain poses a major challenge to industries reliant on skilled labor, such as the motor manufacturing sector. This study focuses on Krishnaa Drives, aiming to identify the key reasons behind the irreversible migration of employees. Factors such as limited career growth, inadequate compensation, lack of recognition, and poor work-life balance are examined as major contributors. The study adopts a descriptive research design, utilizing both primary and secondary data collected through structured surveys and interviews with employees. Analytical tools such as Percentage Analysis, Correlation, ANOVA, and Descriptive Statistics are used to interpret the data. Findings reveal that brain drain significantly affects productivity and the overall quality of output. The effectiveness of existing retention strategies is evaluated, highlighting the need for more comprehensive HR policies. The study recommends targeted interventions to enhance employee engagement, reduce turnover, and improve organizational performance in the manufacturing industry.

KEYWORDS: Employee migration, Workplace Environment, Retention Strategies, Manufacturing productivity, Employee turnover

INTRODUCTION:

In today's competitive business landscape, talent retention is a major challenge, especially in the manufacturing sector where skilled labor is vital. Krishnaa Drives, a motor manufacturer in Coimbatore, faces brain drain due to factors like limited growth opportunities, poor compensation, and better offers elsewhere. High attrition affects workforce stability, productivity, and product quality. This study aims to analyze the causes and impact of employee migration at Krishnaa Drives. It will also evaluate current retention policies and suggest improvements. The goal is to develop strategies that reduce turnover and enhance employee engagement.

OBJECTIVES OF THE STUDY :

1. To identify the key reasons for brain drain among employees at Krishnaa Drives .
2. To study the impact of work place factors on employee retention and migration .
3. To assess how brain drain affects productivity and quality in motor manufacturing.
4. To evaluate the effectiveness of retention policies in reducing employee turnover .

STATEMENT OF THE PROBLEM:

In recent years, Krishnaa Drives has faced a steady outflow of skilled employees, causing operational disruptions and increased training costs. As the manufacturing sector depends heavily on specialized expertise, such attrition negatively impacts productivity, product quality, and overall business stability. Despite having retention policies in place, employees continue to leave due to workplace conditions, limited career growth, and more competitive salary offers from other firms. This ongoing trend indicates a pressing need to explore the underlying causes of brain drain. The study aims to analyze the key factors driving employee migration at Krishnaa Drives. It will also assess how brain drain affects organizational performance and evaluate the effectiveness of current HR strategies. Based on the findings, the study will offer practical recommendations to strengthen employee retention.

RESEARCH METHODOLOGY:

RESEARCH DESIGN :

A research design provides a structured approach to collecting, analyzing, and interpreting data. It ensures systematic research execution, helping to maintain accuracy and reliability. This study follows a well-defined process, covering research approach, sampling techniques, data collection, and analysis.

RESEARCH TYPE:

This study adopts a **descriptive research method** to analyze workplace stressors and coping mechanisms in the BPO industry. It involves collecting factual data through surveys to understand current workplace conditions without manipulating variables. This method is beneficial for statistical analysis, providing detailed insights into employee experiences.

SELECTION OF DISTRICT:

Coimbatore was chosen for this study due to its strong presence in the manufacturing sector, particularly in motor production. Krishnaa Drives, a key player in this industry, has been experiencing significant employee attrition. This makes it an ideal setting to analyze the causes and impact of brain drain on productivity and workforce stability.

COMPANY SELECTED:

Krishnaa Drives, Coimbatore, a leading motor manufacturing company, was selected for this study. The organization is known for producing high-quality motors and relies heavily on skilled labor and technical expertise. Its recent challenges with employee retention make it a suitable case for analyzing brain drain in the manufacturing sector.

POPULATION SIZE:

The total workforce of **Krishnaa Drives** consists of **140 employees**, forming the study's universe.

SAMPLING SIZE:

A **convenience sampling method** was used, selecting **127 employees** from various departments. This approach allows easy access to respondents while ensuring fair representation of different job roles.

SOURCE OF DATA:

Both **primary and secondary data** were utilized for this study to ensure a comprehensive understanding of workplace stress.

Primary Data : Primary data was collected through a **structured questionnaire**, focusing on workplace stressors, coping mechanisms, and HRM strategies. Respondents included employees from various job roles within Krishnaa Drives.

Secondary Data: Secondary data was sourced from **research journals, articles, company records, and HR reports** related to the study. These sources provided insights into existing HR practices and industry trends.

TOOLS FOR ANALYSIS

- Descriptive Statistical Analysis
- Rank Analysis

LIMITATIONS OF THE STUDY:

Despite the study's comprehensive approach, certain limitations must be acknowledged:

1. **Data Quality**: The accuracy of this study depends on employee responses, which may be influenced by personal biases.
2. **Sample Size**: The study includes 127 employees, which may not fully reflect the entire workforce.
3. **Feedback Bias** :Employees might hesitate to provide honest responses due to concerns about potential repercussions.
4. **Time Constraints**: The study covers a short-term period, which may not capture long-term trends.
5. **External Influences**: Factors like salary hikes by competitors or broader economic conditions may also affect employee decisions.

REVIEW OF LITERATURE:

Bose & Mukherjee (2023)¹ his study quantifies financial losses incurred by organizations due to employee attrition, including costs related to training, recruitment, and productivity decline. It highlights the importance of effective succession planning in mitigating these losses. The research suggests that structured workforce planning can significantly reduce the negative impact of high turnover rates, making it a crucial aspect of human resource management. Organizations that proactively develop leadership pipe lines and invest in internal talent mobility experience lower attrition and greater business continuity.

Menon(2023)²This research examines the psychological factors influencing employee migration, emphasizing job dissatisfaction and workplace stress as major contributors. The study finds that organizations investing in mental health support programs, such as stress management initiatives, employee counseling, and flexible work policies, can significantly lower voluntary turnover rates and improve workforce stability. Additionally, fostering a positive organizational culture and promoting work-life balance can enhance employee well-being and long-term commitment.

Desai & Nair (2023)³This paper explores merging trends in workforce retention particularly focusing on digital transformation and AI-driven HR functions. It recommends that organizations integrate artificial intelligence for better talent management, flexible work policies, and employee engagement strategies to enhance retention and satisfaction in the evolving job market. The study suggests that predictive analytics and AI-powered career pathing can help businesses anticipate workforce needs and tailor retention efforts accordingly.

ANALYSIS AND INTERPRETATION:

DESCRIPTIVE STATISTICAL ANALYSIS TABLE 1:

TABLE SHOWING DESCRIPTIVE STATISTICAL ANALYSIS FOCUSED ON EMPLOYEE TURNOVER, PRODUCTION, AND QUALITY IMPACT

Survey Question	N	Minimum	Maximum	Mean	Std. Deviation
Does a poor work environment affect brain drain	127	1	4	2.17	0.901
Does employee turnover impact production efficiency	127	1	4	2.39	0.961
What's the biggest challenge of brain drain in motor manufacturing	127	1	4	2.39	0.891
How does losing skilled workers affect product quality	127	1	4	2.54	0.958
How can Krishnaa Drives minimize production disruptions	127	1	4	2.53	0.974

SOURCE:Primary Data

INTERPRETATION:

The table presents descriptive statistics on the impact of employee turnover, production efficiency, and product quality at Krishnaa Drives. The responses indicate that a poor work environment has a moderate impact on brain drain (mean = 2.17, Std. Dev. = 0.901). Employee turnover negatively affects production efficiency (mean=2.39, Std. Dev. = 0.961), with a similar impact observed for brain drain in motor manufacturing (mean = 2.39, Std. Dev. = 0.891). Losing skilled workers has a notable effect on product quality (mean = 2.54, Std. Dev. = 0.958), highlighting their critical role in maintaining standards. The effectiveness of minimizing production disruptions is moderately rated (mean = 2.53, Std. Dev. = 0.974), but the high standard deviation suggests varying difficulties across departments in managing disruptions.

INFERENCE:

The analysis reveals that a poor work environment (mean = 2.17) moderately affects brain drain, while employee turnover (mean = 2.39) has a significant impact on production efficiency. Losing skilled workers (mean = 2.54) affects product quality the most, underscoring their importance. Minimizing production disruptions (mean = 2.53) is moderately effective, but departments experience different challenges in managing turnover-related issues.

RANKING ANALYSIS TABLE 2 :

TABLE SHOWING EFFECTIVE STRATEGIES FOR EMPLOYEE RETENTION IN KRISHNAA DRIVES

Factors	Rank1	Rank2	Rank3	Rank4	Rank5	Total	Rank
SalaryHikes	24	20	17	26	22	109	III
Career Development	26	21	19	24	18	108	II
Work Flexibility	18	25	20	22	19	104	IV
Employee Recognition	19	22	24	20	21	106	V
Strong Leadership	28	23	18	19	17	105	I
Regular Feedback&Training	20	21	22	18	19	100	VI
Competitive Compensation	17	19	21	25	22	104	VII

SOURCE: PrimaryData

INTERPRETATION:

The table ranks effective strategies for employee retention at Krishnaa Drives based on employee preferences. Strong Leadership (Rank I) emerges as the most effective strategy, followed by Career Development (Rank II) and Salary Hikes (Rank III), highlighting the importance of leadership and growth opportunities in retaining employees. Work Flexibility (Rank IV) and Employee Recognition (Rank V) also play a significant role. Regular Feedback & Training (Rank VI) and Competitive Compensation (Rank VII) are ranked lower, suggesting they have a comparatively lesser impact on retention.

INFERENCE:

The findings indicate that strong leadership and career growth opportunities are key factors in employee retention at Krishnaa Drives. While salary hikes are important, they are ranked lower than leadership and career development, suggesting that employees prioritize professional growth and workplace guidance. Work flexibility and recognition also contribute to retention, but regular feedback and competitive compensation have relatively less influence. Implementing leadership development programs and career growth opportunities may enhance employee retention.

FINDINGS:

The analysis reveals that employee turnover and loss of skilled workers significantly impact production efficiency and product quality at Krishnaa Drives. A poor work environment moderately contributes to brain drain, while the most significant challenge identified is the decline in product quality due to the loss of experienced staff. Among retention strategies, strong leadership, career development, and salary hikes rank highest, indicating that employees value direction, growth opportunities, and financial incentives. In contrast, feedback systems and competitive compensation appear less influential, suggesting a need to reassess their effectiveness or implementation.

SUGGESTIONS:**1. Enhance Leadership Capabilities:**

- Implement leadership development training to equip managers with the skills to inspire and guide teams.
- Promote a transparent leadership style that encourages trust and open communication.

2. Invest in Career Development:

- Offer clear career progression paths and internal mobility programs.
- Support continuous learning through skill enhancement workshops and certifications.

3. Review and Adjust Compensation Structures:

- Conduct periodic market benchmarking to ensure salary competitiveness.
- Introduce performance-linked bonuses to align individual performance with company goals.

4. Improve Work Environment:

- Foster a positive workplace culture through team-building activities and wellness initiatives.
- Address physical workplace challenges that may impact comfort or safety.

5. Leverage Employee Recognition:

- Establish formal recognition programs to acknowledge achievements and milestones.
- Encourage peer-to-peer recognition to boost morale and engagement.

6. Refine Feedback and Training Approaches:

- Integrate regular, actionable feedback into performance reviews.
- Customize training sessions to address department-specific needs and skill gaps.

CONCLUSION:

The analysis highlights that employee turnover significantly affects production efficiency and product quality at Krishnaa Drives. A poor work environment moderately contributes to brain drain, while the loss of skilled workers impacts quality the most. Strong leadership is the top-ranked retention strategy, followed closely by career development and salary hikes. These findings indicate that employees prioritize guidance and growth over compensation alone. Work flexibility and recognition also play key roles in retention. However, feedback mechanisms and compensation strategies need improvement. Strengthening leadership and offering clear development paths can greatly enhance employee satisfaction and retention.

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