

# Young Employee's Retention in Ceramic Sanitary Ware Manufacturing Factories in India

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## Abstract

Organizations are evaluating suitable strategies to retain their trustful employees, by giving importance to the factors, which improves satisfaction of employees towards their organization. Generally non-financial factors get priority due to their lesser financial implications. This article evaluate the effects of four retention factors work environment, organization commitment, training and development and work life balance over the employees of different tenures and explore what factors exert more influence over young employees with minimum years of, service (0-5).Employees of fast-growing, unattended Ceramic sanitary ware factories were taken for analysis. Result concludes that retention factors influence varies over employees of different tenures while the factors work environment and training & development exerts more retention influence over young employees with minimum years of service (0-5).Suggestions for the industries are also proposed.

**Keywords:** Employee Retention, Young Employees, Work Environment, Organization Commitment, Training & Development, Work Life Balance

## Introduction

For any organization to survive in today's ever increasing competition, where employee poaching in on the rise, it is very important to retain their best employees and keep them committed towards their organization. (Mehta, 2014).The impact of different levels of seniority of employees varies on retention factors (Govaerts, Kyndt, Dochy & Baert 2011).The aim is to retain young employees of minimum years of service (below 5 years), Indeed pay and compensation packages will play a vital role. But this paper deviates and focused its attention to non-monetary factors which were also exerted reasonable retention influence over employees (Boxall 2003; Yiu and Saner 2014).Non-financial factors work environment, organization commitment, training and development and work life balance are taken for analysis to predict what factors exerts more retention influence over young employees working.

## Literature Review

Working environment is a useful tool for retention of employees (Anis.et.al, 2011, Umamaheswari and Jayasree krishnan ,2016) and it is a major factor affecting employee's determination to continuation.

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### Literature Review

Working environment is a useful tool for retention of employees (Anis, et.al, 2011, Umamaheswari and Jayasree krishnan, 2016) and it is a major factor affecting employee's determination to continuation. (Zeytinoglu and Denton 2006). Organization commitment was found to be most important for their continuation (Nasyira, et.al, 2014, Umamaheswari and jayasree Krishnan, (2015) and this is allow significantly related (Neininger et al. 2010). Training programs improves better yield and lower employee turnover (Huselid 1995). Further training and development opportunities are having positive association with employee retention (Chew and Chan 2008). Boxall et.al (2003), predicted that better work life balance induces employees to change their job and retention can be improved by better work life balance and by providing flexibility in work timings (Richman et.al, 2008). From the above literature surveys, work environment organization commitment training & development and work life balance are important factors for employee retention.

### Objectives of the, study

To explore whether retention factor's influence differs over employees of different category

What factors influence more on young employees with minimum service of below 5 years

### Hypothesis

H1- There is no notable difference between years of experience with work environment.

H2- There is no notable difference between years of experience with organization commitment.

H3- There is no notable difference between years of experience with training & development

H4- There is no notable difference between years of experience with work life balance & polices.

### Sample and procedure

Ceramic manufacturing sector is an unattended one and provides employment to 5.5 lakh's of people (Ceramic industry in India). As it is fast growing (FICCI, 2014), it has been taken for analysis. Respondents were staff of ceramic sanitary ware manufacturing industries in India. Employees of ceramic sanitary ware companies utilized for survey. Simple random is used to pick out the respondents. 5 to 10 years of experience accounts for 29% and 28% are having 10-15 years of experience while more than fifteen years of service comes to 23%.

Likert scale 1-5 used for rating preference of employees appropriate tools were used for analysis.

Work environment was measured using 5 items ( $\alpha=0.717$ ) adopted from the researcher Chew (2004) and organization commitment was measured using 8 items ( $\alpha=0.829$ ) adopted from the researchers Mowday and Streers (1979). Similarly 7 items ( $\alpha=0.818$ ) adopted from the researchers Dockel (2003) and Chew (2004) were used to measure training & development and 5 items ( $\alpha=0.766$ ) were used to measure work life balance adopted from Olafsdottir, (2008) and Atkinson, (2011). To measure employee retention, 10 items ( $\alpha=0.902$ ) were used adopted from Wang (2012) and Njoroge (2007). The reliability coefficient ( $\alpha$ ) of all variables are above the acceptable limit.

## Analysis

**Table. A: Retention between grouping of services with factors**

Factors	Group details	Sum of square	Df	Mean square	f	p
Work Environment	Between Groups	69.053	3	23.018	6.065	0.006
	Within Groups	1563.706	412	3.795		
	Total	1632.760	415			
Organization Commitment	Between Groups	142.340	3	47.447	4.402	0.006
	Within Groups	4440.570	412	10.778		
	Total	4582.913	415			
Training & Development	Between Groups	83.178	3	27.713	4.094	0.007
	Within Groups	2789.083	412	6.770		
	Total	2872.221	415			
Work Life Balance	Between Groups	53.749	3	17.916	4.169	0.006
	Within Groups	1771.472	412	4.300		
	Total	1825.221	415			

From Table. A It is inferred that all the four factors are rejected at 1% level of significance and concluded that years of experience differs with all the four factors.

**Table. B: Statistical test of Duncan for years of experience and work environment**

Experience in years	N	Subset for Alpha =0.05	
		1	2
5-10	122	21.11	
Above 15	94		21.84
10-15	117		22.04
Below 5	83		22.06

Table. B shows that employee of different service groups are having different opinions. It is also inferred that employees of below 5 years' experience employees are more concerned about work environment for their retention.

**Table: C Statistical test of Duncan for years of experience and organization commitment**

Experience in years	N	Subset for $\alpha=0.05$	
		1	2
5-10	122	33.48	
Below 5	83	34.04	34.04
Above 15	94		34.70
10-15	117		34.89

Table C illustrates different service group views differently with the retention factor organization commitment. The result also indicates that youngster's significance towards organization commitment is not so predominate as seniors.

**Table D: Statistical test of Duncan for years of experience and training & development**

Experience in years	N	Subset for $\alpha=0.05$	
		1	2
Above 15	94	24.78	
5 – 10	122	24.80	
10-15	117	25.51	25.51
Below 5	83		25.86

Table D it is reveals that different age group employees feels differently and also young employees are giving more preference to training and development for their retention than others.

**Table E: Statistical test of Duncan for years of experience and work life balance**

Experience in years	N	Subset for $\alpha=0.05$	
		1	2
5-10	122	21.08	
Below	83	21.31	
Above 15	94	21.39	
10-15	117		22.00

Table E reveals that there exists different level of significance between different service groups. The result also indicates that youngsters with 0-5 years of service are not having remarkable influence with work life balance on employee retention when compared to employees of more service.

#### Conclusion and recommendation

The analysis concluded that retention factors work environment, organization commitment, training & development and work life balance exerts different level of influence over employees of different service groups. Further the study gives evidence that factors work environment and training & development exerts more retention influence over young employees with minimum years of service (0-5 years) in ceramic sanitary ware manufacturing industries in India

Probably these may be due to the fact that employees of minimum service obviously need training to develop their skills. Availability of such opportunities motivates their continuation. Also young employees preference of work environment as a predominate factor may be to due lesser family commitments, and perception of getting employment elsewhere easily due to their age. It is

suggested that organizations by providing employee-friendly and hygienic environments of working place and giving importance to needful training programs, young employees of the factories can be made to opt the decision of continuation in the same firm.

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