"Employee Retention and Turnover Intentions in Labour-Intensive Industries: A Study of Kolhapur's Foundry Sector"

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Employee retention has become a significant challenge in the foundry industry in Kolhapur, where increasing turnover intentions pose a threat to operational efficiency and productivity. This study examines the impact of major employee retention practices—namely compensation and benefits, career development opportunities, work environment, training and development, and work–life balance—on employees' intentions to leave their organizations. Primary data were gathered from a representative sample of foundry workers across selected units in Kolhapur and analyzed using statistical techniques such as ANOVA and multiple regression to assess the relationship between retention strategies and turnover intentions. The results indicate that well-implemented retention practices play a crucial role in reducing employees' intention to leave, with compensation, career advancement, and a supportive work culture emerging as the most influential factors. The study offers practical recommendations for foundry managers to develop effective retention strategies that promote workforce stability, minimize attrition, and support sustainable industrial growth in the region.

INTRODUCTION

In the modern competitive business environment, attracting and retaining talented employees has become essential for organizational success. Employee turnover—particularly voluntary turnover—poses a serious challenge for labour-intensive industries such as foundries, where the cost of replacing skilled workers is high. Employee retention goes beyond offering competitive salaries; it also involves effective management practices, opportunities for career advancement, recognition, work–life balance, and a positive organizational culture. Together, these elements form employee retention practices, which significantly influence employees' decisions to remain with or leave an organization (Hom et al., 2017).

Kolhapur, located in Maharashtra, is recognized as a prominent foundry cluster with more than 130 registered units catering to both domestic and international markets. The industry contributes significantly to the regional economy and provides substantial employment opportunities. However, despite its economic importance, foundries in Kolhapur are facing high levels of employee turnover, particularly among skilled and semi-skilled workers. According to reports by the Kolhapur Engineering Association and the Indian Institute of Foundrymen (Kolhapur Chapter), factors such as job stress, physically demanding work

conditions, limited career progression, and inadequate human resource practices contribute to this issue (KEA, 2023).

Working conditions in foundries are often challenging, involving exposure to high temperatures, irregular working hours, and restricted opportunities for growth. These conditions can lead to employee dissatisfaction and an increased likelihood of leaving the organization. Therefore, retention strategies must address not only financial compensation but also employees' overall well-being, including their career aspirations, mental health, and work–life balance (Kyndt et al., 2009). However, many foundries continue to operate with limited resources and traditional management approaches, making it difficult to meet evolving employee expectations.

Turnover intention refers to an employee's conscious and deliberate willingness to leave the organization in the near future, and it is considered one of the strongest predictors of actual turnover (Tett & Meyer, 1993). Studies indicate that employees are less likely to leave when they experience organizational support, job satisfaction, opportunities for growth, effective supervision, and a sense of commitment to their workplace (Allen et al., 2003; Price, 2001). When employees feel valued and supported, their likelihood of staying increases.

Employee retention practices consist of deliberate organizational efforts aimed at maintaining a stable and committed workforce. These practices include equitable compensation, recognition and reward systems, opportunities for promotion, safe working conditions, employee participation in decision-making, and mentoring initiatives. Hausknecht, Rodda, and Howard (2009) found that job satisfaction, positive workplace relationships, and career development opportunities are among the primary factors influencing employees to remain with an organization. Effective retention practices help build trust and strengthen the employer–employee relationship (Robinson & Rousseau, 1994).

In the context of Kolhapur's foundry sector, there exists a noticeable gap between employee expectations and organizational provisions. A majority of foundries operate as small and medium enterprises, often lacking formal HR departments and structured retention policies. Many workers are employed on a contractual or daily-wage basis, with limited job security and growth prospects. Consequently, employees frequently switch jobs in search of better wages and improved working conditions. This high turnover rate negatively impacts productivity, increases operational costs, and affects product quality (Vaiman et al., 2008).

Theoretical perspectives such as Social Exchange Theory suggest that when organizations treat employees fairly and provide support, employees reciprocate with loyalty and long-term commitment (Blau, 1964). Similarly, Herzberg's Two-Factor Theory emphasizes the importance of both motivators (such as recognition, achievement, and meaningful work) and hygiene factors (such as salary, safety, and job security) in ensuring employee satisfaction and retention (Herzberg et al., 1959).

To enhance employee retention, foundries must focus on both motivational and hygiene-related factors. This study aims to examine the impact of employee retention practices on turnover intentions among workers in selected foundries in Kolhapur. It seeks to identify effective retention strategies, analyze turnover patterns, and provide recommendations to improve employee satisfaction and organizational commitment. Ultimately, the study intends to support foundry managers in making informed HR decisions that foster a stable and productive workforce.

In the long term, effective employee retention is not merely an HR function but a strategic necessity for organizational growth and for sustaining the regional economy, particularly in competitive global markets and industries facing skill shortages.

Importance of Employee Retention

Employee retention plays a vital role in enhancing organizational performance. When employees remain with an organization for a longer period:

- Recruitment and training expenses are minimized.
- Employee satisfaction and engagement levels increase.
- Organizational knowledge and skills are preserved, leading to higher productivity.
- Customer satisfaction improves due to consistency in service and product quality.

Retention is especially critical in manufacturing industries such as foundries, where specialized skills and physical effort are required. The loss of experienced workers can adversely affect production efficiency and product quality. Therefore, retention strategies must address employee needs, including career advancement, workplace safety, job security, and recognition.

Retention in the Indian Foundry Industry

In India, employee retention has become a pressing concern, particularly for small and medium-sized enterprises (SMEs). Within the foundry sector, high employee turnover is largely driven by job dissatisfaction, demanding working conditions, and limited opportunities for career advancement. The foundry industry in Kolhapur faces similar challenges. Addressing these issues requires industry-specific strategies that enhance employees' sense of security, value, and satisfaction.

Employee retention extends beyond merely reducing resignation rates; it involves creating a work environment where employees feel supported, motivated, and actively engaged. In industries characterized by high attrition, such as foundries, effective retention strategies are essential for maintaining competitiveness and ensuring long-term sustainability.

Introduction to Employee Turnover

Employee turnover refers to the process through which employees leave an organization and are subsequently replaced by new hires. It can be classified into:

- **Voluntary Turnover** – when employees choose to leave the organization.
- **Involuntary Turnover** – when employment is terminated by the employer.

High turnover rates have significant implications for organizational finances, operations, and employee morale. In labour-intensive industries like foundries, turnover can disrupt production processes, affect workflow efficiency, and lower employee motivation.

Definitions of Turnover

- **Price (1977):** Turnover is defined as the ratio of employees leaving an organization during a specific period to the average number of employees during that period.
- **Mobley (1977):** Turnover refers to the cessation of an individual's membership in an organization that provides financial compensation.

Turnover intention, or the conscious consideration of leaving a job, is widely recognized as a strong predictor of actual turnover (Tett & Meyer, 1993).

Types of Turnover

1. **Voluntary Turnover** – Employees leave by choice, often in pursuit of better opportunities or due to personal reasons.
2. **Involuntary Turnover** – Employees are separated by the employer due to factors such as poor performance, layoffs, or organizational restructuring.
3. **Functional Turnover** – Departure of low-performing employees, which may benefit the organization.
4. **Dysfunctional Turnover** – Loss of high-performing employees, which can negatively impact organizational performance.

Reasons for Employee Turnover

Employees may leave organizations for several reasons, including:

- Low job satisfaction and poor work–life balance
- Limited opportunities for career growth and promotion
- Inadequate compensation and benefits
- Unfavourable workplace culture and ineffective management

- High levels of stress and burnout, particularly in physically demanding roles such as foundry work

Consequences of High Turnover

- **Financial Burden:** Increased costs related to recruitment, training, and on boarding
- **Loss of Expertise:** Departure of experienced employees leads to knowledge gaps
- **Reduced Productivity and Morale:** Frequent exits disrupt team dynamics and efficiency
- **Decline in Customer Satisfaction:** New employees require time to reach optimal performance levels

According to the Society for Human Resource Management (SHRM, 2017), the cost of replacing an employee may range between six to nine months of their salary.

Turnover in the Foundry Industry

Turnover remains a persistent issue in foundries, particularly in small and medium-scale units in Kolhapur. The nature of work—often manual, repetitive, and hazardous—combined with the absence of structured HR systems, contributes to high attrition rates. Employees frequently shift to alternative jobs offering better compensation or improved working conditions, creating a continuous cycle of hiring and attrition that hampers productivity and growth.

Turnover Intention

Turnover intention refers to an employee's deliberate consideration of leaving their job in the near future. It is closely associated with actual turnover behaviour. Monitoring turnover intentions enables organizations to identify underlying issues early and implement corrective measures to prevent employee exits (Steel & Ovalle, 1984).

In summary, employee turnover is a multifaceted issue that affects organizational stability, performance, and cost efficiency. Understanding its underlying causes and addressing them effectively is critical, particularly in industries like foundries where skilled labour is essential.

Definition of Employee Retention

Giri and Srivastava (2010) define employee retention as an organization's ability to retain its workforce through strategic initiatives such as employee engagement, reward systems, recognition, and career development opportunities. Similarly, Hausknecht, Rodda, and Howard (2009) describe retention as a deliberate effort by employers to create and sustain an environment that encourages employees to remain with the organization.

Effective human resource practices—including fair compensation, career advancement opportunities, supportive leadership, work–life balance, and employee recognition—enhance retention by fostering positive attitudes and strengthening organizational commitment.

Significance of the Study

Employee retention has emerged as a critical priority for industrial organizations, particularly in labour-intensive sectors such as foundries. This study focuses on the foundry industry in Kolhapur, a key manufacturing hub in Maharashtra. Despite its industrial strength, the region faces persistent challenges related to high employee turnover, which adversely affects productivity, product quality, and operational efficiency.

The purpose of this study is to evaluate the effectiveness of existing employee retention practices in Kolhapur's foundries and examine their relationship with employees' turnover intentions. Retention strategies are essential not only for reducing attrition but also for developing a skilled, committed, and stable workforce. In SMEs, where formal HR systems are often lacking, high turnover leads to increased costs, operational delays, and reduced morale.

Statement of the Research Problem

Employee turnover represents a significant and costly challenge in the foundry sector, particularly in Kolhapur district, where foundry units play a vital role in the local economy. Although these units employ a large number of skilled and semi-skilled workers, many struggle to retain their workforce. High attrition disrupts production processes, reduces product quality, and increases recruitment and training expenses.

While some foundries have introduced measures such as performance incentives, basic benefits, and informal recognition, these initiatives are often inconsistent and lack a structured approach. The situation is further aggravated by harsh working conditions, extended working hours, limited career growth opportunities, and inadequate job security. As a result, employees frequently feel undervalued and physically strained, leading to increased turnover intentions.

Moreover, there is limited empirical research examining the relationship between specific retention practices and turnover intentions within the foundry-based SME sector in Kolhapur. This gap restricts the ability of industry leaders and policymakers to formulate effective retention strategies.

Research Question:

"To what extent do employee retention practices influence turnover intentions among employees in selected foundry units in Kolhapur?"

Scope of the Study

This study investigates the relationship between employee retention practices and turnover intentions in selected foundry units in Kolhapur district. It encompasses various HR practices, including training and development, compensation and benefits, recognition, career advancement, job security, organizational culture, leadership style, and employee engagement.

The study is limited to permanent employees working in medium and large foundry units, which are integral to the regional economy and operate under both traditional and modern management systems. Contract workers and other industries are excluded due to differences in employment conditions and turnover patterns.

The research employs HR theories and retention models to identify key factors influencing employee decisions to stay or leave. Data will be collected through surveys and interviews with employees and HR managers. The study aims to develop and validate a model linking HR practices to employee behaviour.

Key focus areas include job satisfaction, career growth, work environment, leadership effectiveness, and communication. The objective is to minimize voluntary turnover and promote workforce stability in an industry characterized by challenging working conditions and high attrition.

Objectives of the Study

1. To identify employee retention practices adopted in foundry units in Kolhapur.
2. To evaluate the effectiveness of these retention practices.
3. To assess employees' turnover intentions.
4. To provide recommendations for improving employee retention strategies.

Research Methodology

1Analysis of Respondent Demographics
Descriptive statistics are used to summarize respondents' demographic characteristics such as age, education, gender, and work experience, providing essential context for data interpretation (Saunders et al., 2019).

2) Description of Key Variables
The study examines dependent and independent variables using descriptive measures such as mean, median, frequency distribution, and standard deviation to understand central tendencies and variability.

3) Identification of Patterns and Trends
Descriptive analysis helps identify trends, including the most effective retention practices and demographic groups with higher turnover intentions (Sekaran & Bougie, 2016).

4) Ensuring Data Quality
Descriptive statistics assist in checking data normality, identifying missing values, and detecting outliers before conducting advanced analyses (Kothari, 2002).

5) Basis for Advanced Analysis
Descriptive analysis serves as a foundation for further statistical techniques such as correlation, regression, and ANOVA (including One-way ANOVA, Welch ANOVA, and Post Hoc tests).

Total Item Correlation and Cronbach's Alpha

In this study, Cronbach's Alpha and Total Item Correlation are used to assess the reliability of measurement scales prior to factor analysis.

1) Internal Consistency Testing
Cronbach's Alpha evaluates the consistency of survey items measuring the same construct. A value of 0.70 or above indicates acceptable reliability (Nunnally & Bernstein, 1994).

2) Item-to-Total Correlation
This method examines the relationship between individual items and the overall scale score. Items with correlations below 0.30 may require revision or removal to improve scale validity.

3) Preparation for Factor Analysis
Ensuring reliability prior to factor analysis (EFA or CFA) helps eliminate weak or irrelevant items, thereby improving the accuracy of underlying factor identification.

Data Analysis

Comparison of Demographic Variables with Key Retention Drivers
In this study, several continuous dependent variables were considered, including Employee Turnover (ET), Employee Retention (ER), Compensation and Benefits (CB), Professional Advancement (PA), Training and Development (TD), and Career Growth and Compensation Structure (CC). These were examined in relation to categorical independent variables such as age, education level, family size, total work experience, and tenure within the organization, each consisting of three or more categories.

To analyse the relationships between these variables, the researcher employed **One-Way ANOVA** (Fisher, 1925; Field, 2013) and **Welch's ANOVA** (Welch, 1951). These statistical tests are used to determine whether there are significant differences in mean values across

groups defined by the independent variables. The null hypothesis assumes that the group means are equal.

Before applying One-Way ANOVA, two key assumptions must be satisfied. First, the data should follow a normal distribution, which was confirmed in this study (refer to the table). Second, the assumption of homogeneity of variance must be met. This was assessed using **Levene's Test**. If the result of Levene's Test is not significant ($p > 0.05$), it indicates that the variances are equal, and One-Way ANOVA can be appropriately used.

However, when the assumption of equal variances is violated (i.e., Levene's Test is significant, $p < 0.05$), **Welch's ANOVA** is considered a more robust alternative. This test is less sensitive to unequal variances and is particularly suitable when sample sizes differ across groups.

When a significant difference was identified using One-Way ANOVA, **Tukey's Honestly Significant Difference (HSD) test** (Tukey, 1949) was conducted as a post hoc analysis to determine pairwise group differences, assuming equal variances. In cases where Welch's ANOVA indicated significant differences, the **Games–Howell post hoc test** (Games & Howell, 1976) was applied, as it does not require the assumption of equal variances.

For categorical independent variables with only two groups—such as gender, marital status, and presence of children—an **independent samples t-test** (Student, 1908) was utilized to examine differences in the dependent variables. As a parametric test, the independent t-test also requires the assumption of normality, which was satisfied in this study (refer to the table).

Table No.1

Table No.:

Comparing Age Groups with Six Strategic Retention Drivers:

Cross Tab of Age & Variables		Descriptive Stat			Homogeneity of Variances		One-way ANOVA/ Welch ANOVA			
		N	Mean	Std. Dev	Levene Statistic	Sig	One-way ANOVA	Sig	Welch ANOVA	Sig
Employee Turnover (ET)	18-25 yrs	73	2.39	0.94	4.258	0.002	NA	NA	3.258	0.015
	26-35 yrs	156	2.39	1.19						
	36-45 yrs	114	2.53	1.13						
	46-55 yrs	66	2.54	0.99						
	56-65 yrs	15	3.08	0.69						
	Total	**424**	**2.48**	**1.09**						
Employee Retention (ER)	18-25 yrs	73	3.40	0.97	0.270	0.897	1.348	0.251	NA	NA
	26-35 yrs	156	3.58	1.01						
	36-45 yrs	114	3.62	0.98						
	46-55 yrs	66	3.39	1.00						
	56-65 yrs	15	3.22	0.87						
	Total	**424**	**3.52**	**0.99**						
Compensation and Benefits (CB)	18-25 yrs	73	3.17	0.94	0.071	0.991	2.540	0.039	NA	NA
	26-35 yrs	156	3.43	1.00						
	36-45 yrs	114	3.47	0.98						
	46-55 yrs	66	3.16	1.00						
	56-65 yrs	15	2.93	1.06						
	Total	**424**	**3.34**	**0.99**						
Professional Advancement (PA)	18-25 yrs	73	3.00	0.86	2.989	0.019	NA	NA	0.145	0.965
	26-35 yrs	156	2.96	1.08						
	36-45 yrs	114	3.06	1.12						
	46-55 yrs	66	3.00	1.03						
	56-65 yrs	15	3.04	0.72						
	Total	**424**	**3.00**	**1.03**						
Training & Development (TD)	18-25 yrs	73	3.10	0.80	1.840	0.120	1.110	0.351	NA	NA
	26-35 yrs	156	3.35	0.97						
	36-45 yrs	114	3.26	0.99						
	46-55 yrs	66	3.15	0.99						
	56-65 yrs	15	3.30	1.08						
	Total	**424**	**3.25**	**0.96**						
Career Growth & Compensation	18-25 yrs	73	3.04	0.91	0.331	0.857	0.815	0.516	NA	NA
	26-35 yrs	156	3.10	0.89						
	36-45 yrs	114	3.25	0.96						
	46-55 yrs	66	3.07	0.88						
	56-65 yrs	15	3.13	1.03						
	Total	**424**	**3.13**	**0.92**						

(Source: Analysis of Survey Data)

A] Age and Employee Turnover (ET): Levene Statistic 4.258 is significant at $p < 0.002$. Hence, the assumption of homogeneity of variance is violated. The researcher can't perform one way ANOVA. Therefore, an alternative test, Welch ANOVA, was performed, which yielded a significant result of 3.258, $p = 0.015$. Hence, an essential result from Welch's ANOVA indicates that there is a statistically significant difference between the means of the five age groups. Therefore, run a post hoc test to understand the pairwise comparison.

Table No.: a
Age and Employee Turnover (ET): Games-Howell Post Hoc Test

Age Group Comparison	Mean Difference (I–J)	Sig.	Result
18–25 vs 26–35	-0.002	1.000	Insignificant
18–25 vs 36–45	-0.142	0.882	Insignificant
18–25 vs 46–55	-0.151	0.887	Insignificant
18–25 vs 56–65	-0.693	0.020	**Significant**
26–35 vs 36–45	-0.14	0.860	Insignificant
26–35 vs 46–55	-0.149	0.870	Insignificant
26–35 vs 56–65	-0.691	0.017	**Significant**
36–45 vs 46–55	-0.009	1.000	Insignificant
36–45 vs 56–65	-0.55	0.087	Insignificant
46–55 vs 56–65	-0.542	0.113	Insignificant

(Source: Analysis of Survey Data)

According to the Games-Howell post hoc test, older workers (56–65 years old) have a substantially different perspective on employee turnover than do younger workers (18–25 and 26–35 years old). The remaining age groups did not differ significantly from one another. This implies that age may have an impact on how workers view turnover, especially for pre retirement workers who might experience greater uncertainty or see higher attrition in their immediate surroundings. B] Age and Employee Retention (ER): Levene Statistic 0.270 is insignificant at p = 0.897. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =1.348, p = 0.251. Hence, an essential result from one-way ANOVA indicates that there is no statistically significant difference between the means of the five age groups and employee retention (ER). Therefore, there is no need to run a post hoc test to understand the pairwise comparison. C] Age and Compensation and Benefits (CB): Levene Statistic 0.071 is insignificant at p = 0.991. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is significant, F =2.540, p = 0.039. Hence, an essential result from one-way ANOVA indicates that there is a statistically significant difference between the means of the five age groups and the Compensation and Benefits (CB). Therefore, a post hoc test is necessary to examine the pairwise comparison.

B] Age and Employee Retention (ER): Levene Statistic 0.270 is insignificant at p = 0.897. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =1.348, p = 0.251. Hence, an essential result from one-way ANOVA indicates that there is no statistically significant difference between the means of the five age groups and employee retention (ER). Therefore, there is no need to run a post hoc test to understand the pairwise comparison. C] Age and Compensation and Benefits

(CB): Levene Statistic 0.071 is insignificant at p = 0.991. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is significant, F =2.540, p = 0.039. Hence, an essential result from one-way ANOVA indicates that there is a statistically significant difference between the means of the five age groups and the Compensation and Benefits (CB). Therefore, a post hoc test is necessary to examine the pairwise comparison.

C] Age and Compensation and Benefits (CB): Levene Statistic 0.071 is insignificant at p = 0.991. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is significant, F =2.540, p = 0.039. Hence, an essential result from one-way ANOVA indicates that there is a statistically significant difference between the means of the five age groups and the Compensation and Benefits (CB). Therefore, a post hoc test is necessary to examine the pairwise comparison.

Table No.: c

Age and Compensation and Benefits (CB): Post Hoc Tests with Tukey HSD method

Age Group Comparison	Mean Difference (I–J)	Sig. Value	Significance Remark
18–25 vs 26–35	-0.259	0.342	Not Significant
18–25 vs 36–45	-0.300	0.254	Not Significant
18–25 vs 46–55	0.008	1.000	Not Significant
18–25 vs 56–65	0.237	0.915	Not Significant
26–35 vs 36–45	-0.040	0.997	Not Significant
26–35 vs 46–55	0.268	0.346	Not Significant
26–35 vs 56–65	0.497	0.337	Not Significant
36–45 vs 46–55	0.308	0.257	Not Significant
36–45 vs 56–65	0.538	0.275	Not Significant
46–55 vs 56–65	0.229	0.927	Not Significant

(Source: Analysis of Survey Data)

The one-way ANOVA revealed a statistically significant difference between the group means ($p < 0.05$), indicating that at least one group is significantly different from the others. The post hoc Tukey HSD test, on the other hand, did not find any statistically significant group comparisons. This means that the group means are different overall, but the pairwise differences may be too small or inconsistent to be statistically significant after adjusting for multiple comparisons. There are no statistically significant differences between age groups in terms of Compensation and Benefits (CB), indicating that all age groups perceive it similarly.

D] Age and Professional Advancement (PA): The Levene Statistic (2.989) is insignificant at p = 0.019. Hence, the assumption of homogeneity of variance is violated. The researcher can't perform one way ANOVA. Therefore, an alternative test, Welch ANOVA, was performed, which yielded an insignificant test value of 0.145 (p = 0.965). Hence, an essential result from Welch's ANOVA indicates that there is no statistically significant difference between the means of the five age groups. Thus, there is no need to run a post hoc test to understand the pairwise comparison.

E] Age and Training & Development (TD): Levene Statistic 1.840 is insignificant at p = 0.120. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =1.110, p = 0.351. Hence, an essential result from one-way ANOVA indicates that there is no statistically significant difference between the means of the five age groups and the Training and Development (TD). Therefore, there is no need to run a post hoc test to understand the pairwise comparison.

F] Age and Career Growth & Compensation (CC): The Levene Statistic of 0.331 is insignificant at p = 0.857. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =0.815, p = 0.516. Hence, an essential result from one-way ANOVA indicates that there is no statistically significant difference between the means of the five age groups and the Career Growth & Compensation (CC). Therefore, there is no need to run a post hoc test to understand the pairwise comparison.

Table No.: 2

Comparing Having a Child or Not with Six Strategic Retention Drivers:

Variables	Having Children	Sample Size	Mean	S.D.	Variance	Levene's Test for Equality of Variances		t-test for Equality of Means		
						F	Sig.	t	df	Sig. (2-tailed)
Employee Turnover (ET)	YES	296	2.55	1.10	EVS	.517	.473	2.109	422	.036
	NO	128	2.31	1.05	EVNS			2.152	252.812	.032
Employee Retention (ER)	YES	296	3.55	0.98	EVS	.312	.576	.958	422	.338
	NO	128	3.45	1.02	EVNS			.944	233.160	.346
Compensation and Benefits (CB)	YES	296	3.36	1.00	EVS	.510	.476	.771	422	.441
	NO	128	3.28	0.99	EVNS			.775	244.146	.439
Professional Advancement (PA)	YES	296	3.06	1.07	EVS	3.766	.053	1.577	422	.116
	NO	128	2.88	0.95	EVNS			1.653	269.630	.099
Training & Development (TD)	YES	296	3.28	0.99	EVS	6.331	.012	.967	422	.334
	NO	128	3.18	0.87	EVNS			1.019	272.647	.309
Company and Career Growth & Compensation Structure (CC)	YES	296	3.14	0.91	EVS	.004	.949	.519	422	.604
	NO	128	3.09	0.94	EVNS			.511	233.319	.610

(Source: Analysis of Survey Data)

There is a significant difference found in employees with children who perceive higher turnover compared to those without children. Having family responsibilities may increase sensitivity to turnover issues. The presence of children was found to have a significant impact on employee turnover, with children expressing greater concerns about job security as a result of family obligations. There was no discernible impact on other elements like growth, training, advancement, retention, or pay. Workers who have children are more likely to be emotionally and financially responsible, which makes them more susceptible to organisational changes and turnover risks. Compared to people without children, even small changes may seem more dangerous, which increases the perception of turnover. Turnover can

put a significant financial strain on employees with children, such as losing income, affecting school fees, healthcare, and family welfare. They might feel trapped in bad jobs, which makes them more aware of or afraid of turnover. The study found no significant differences in other factors for employee retention, compensation and benefits, personal advancement, training and development, and career growth and compensation. This is because these are structural organisational practices, and the way people feel about them is more in line with the same HR policies that both groups have

Table No.:3

Comparing Marital Status with Six Strategic Retention Drivers:

Variables	Marital Status	Sample Size Mean	Mean	S.D.	Variance	Levene's Test for Equality of Variances		t-test for Equality of Means		
						F	Sig.	t	df	Sig. (2-tailed)
Employee Turnover (ET)	Married	318	2.51	1.10	EVS	.133	.716	1.146	422	.253
	Unmarried	106	2.37	1.07	EVNS			1.161	184.113	.247
Employee Retention (ER)	Married	318	3.54	1.00	EVS	.316	.575	.775	422	.439
	Unmarried	106	3.45	0.97	EVNS			.788	185.668	.431
Compensation and Benefits (CB)	Married	318	3.36	1.00	EVS	.451	.502	.684	422	.495
	Unmarried	106	3.28	0.98	EVNS			.690	182.738	.491
Professional Advancement (PA)	Married	318	3.02	1.08	EVS	7.825	.005	.614	422	.540
	Unmarried	106	2.95	0.88	EVNS			.678	217.697	.499
Training & Development (TD)	Married	318	3.27	0.99	EVS	7.497	.006	.615	422	.539
	Unmarried	106	3.20	0.84	EVNS			.667	209.527	.506
Company and Career Growth & Compensation Structure (CC)	Married	318	3.12	0.91	EVS	.001	.981	-.122	422	.903
	Unmarried	106	3.13	0.93	EVNS			-.121	176.284	.904

(Source: Analysis of Survey Data)

Today's HR practices place a strong emphasis on fairness and inclusion. They provide all employees, regardless of marital status, with training, competitive compensation, and growth opportunities. This ensures that both married and single employees have the same work experience. However, roles have a greater impact on how people perceive their jobs than marital status. Factors such as job title, years of experience, department culture, and support from supervisors have a greater impact on how employees perceive their jobs. Personal life doesn't always affect work attitudes. For example, being married doesn't always change how employees feel about aspects such as training programs, pay structure, and career opportunities. Since there is no significant difference, married and single employees generally share similar experiences and attitudes towards essential HR practices at work. The company may be giving everyone the same fair chances, regardless of their marital status. Other factors, such as role, experience, or department, likely explain more of the differences in how people perceive things than marital status does.

Table No.:5

Comparing Total Years of Experience in the Current Company with Six Strategic Retention Drivers:

Cross Tab of Total Years of Experience in Current Company & Variables		Descriptive Stat			Homogeneity of Variances		One-way ANOVA/ Welch ANOVA			
		N	Mean	Std. Deviation	Levene Statistic	Sig.	One-way ANOVA	Sig.	Welch ANOVA	Sig.
Employee Turnover (ET)	0-5	174	2.35	1.04	3.851	0.002	NA	NA	3.656	0.004
	6-10	98	2.44	1.13						
	11-15	65	2.65	1.28						
	16-20	39	2.34	0.96						
	21-25	22	2.76	0.98						
	=< 26yrs	26	3.03	0.80						
	Total	**424**	**2.48**	**1.09**						
Employee Retention (ER)	0-5	174	3.43	1.00	1.836	0.105	3.171	0.008	NA	NA
	6-10	98	3.73	0.96						
	11-15	65	3.64	1.01						
	16-20	39	3.59	1.07						
	21-25	22	3.42	0.91						
	=< 26yrs	26	2.95	0.74						
	Total	**424**	**3.52**	**0.99**						
Compensation and Benefits (CB)	0-5	174	3.27	1.00	0.551	0.738	1.945	0.086	NA	NA
	6-10	98	3.47	0.96						
	11-15	65	3.53	1.00						
	16-20	39	3.26	1.05						
	21-25	22	3.25	0.92						
	=< 26yrs	26	2.94	0.90						
	Total	**424**	**3.34**	**0.99**						
Professional Advancement (PA)	0-5	174	2.85	1.02	0.888	0.489	1.364	0.237	NA	NA
	6-10	98	3.11	1.06						
	11-15	65	3.12	1.08						
	16-20	39	3.18	1.07						
	21-25	22	3.08	1.03						
	=< 26yrs	26	3.03	0.74						
	Total	**424**	**3.00**	**1.03**						
Training & Development (TD)	0-5	174	3.21	0.89	2.366	0.039	NA	NA	97.985	0.293
	6-10	98	3.38	1.02						
	11-15	65	3.28	1.08						
	16-20	39	3.28	0.90						
	21-25	22	3.24	1.14						
	=< 26yrs	26	2.93	0.76						
	Total	**424**	**3.25**	**0.96**						
Career Growth & Compensation	0-5	174	3.03	0.87	0.978	0.431	0.858	0.509	NA	NA
	6-10	98	3.25	0.97						
	11-15	65	3.19	0.95						
	16-20	39	3.15	0.97						
	21-25	22	3.14	0.90						
	=< 26yrs	26	3.09	0.89						
	Total	**424**	**3.13**	**0.92**						

(Source: Analysis of Survey Data)

A] Total Years of Experience in the Current Company and Employee Turnover (ET): The Levene Statistic (3.851) is insignificant at p = 0.002. Hence, the assumption of homogeneity of variance is violated. The researcher can't perform one ANOVA. Therefore, an alternative test, Welch ANOVA, was performed, which yielded a significant test value of 3.656 (p = 0.004). Hence, an essential result from Welch's ANOVA indicates that there is a statistically significant difference between the means of the six levels of total years of experience in the current company, employee turnover (ET). Therefore, a post hoc test is necessary to examine the pairwise comparison**.**

Table No.:a

Total Years of Experience in the Current Company and Employee Turnover (ET): Games Howell Post Hoc Test

Comparison (I vs. J: TECC)	Mean Difference (I-J)	Sig. Value	Result
0–5 yrs vs. 6–10 yrs	-0.102	0.975	Not Significant
0–5 yrs vs. 11–15 yrs	-0.358	0.210	Not Significant
0–5 yrs vs. 16–20 yrs	-0.004	1.000	Not Significant
0–5 yrs vs. 21–26 yrs	-0.425	0.502	Not Significant
0–5 yrs vs. 26+ yrs	**-0.693**	**0.028**	**Significant**
6–10 yrs vs. 11–15 yrs	-0.256	0.683	Not Significant
6–10 yrs vs. 16–20 yrs	0.098	0.997	Not Significant
6–10 yrs vs. 21–26 yrs	-0.323	0.801	Not Significant
6–10 yrs vs. 26+ yrs	-0.591	0.131	Not Significant
11–15 yrs vs. 16–20 yrs	-0.355	0.588	Not Significant
11–15 yrs vs. 21–26 yrs	-0.067	1.000	Not Significant
11–15 yrs vs. 26+ yrs	-0.334	0.767	Not Significant
16–20 yrs vs. 21–26 yrs	-0.422	0.685	Not Significant
16–20 yrs vs. 26+ yrs	-0.689	0.119	Not Significant
21–26 yrs vs. 26+ yrs	-0.267	0.956	Not Significant

(Source: Analysis of Survey Data)

Only one comparison (0–5 yrs vs. 26+ yrs) shows a significant difference at the 0.05 level. With a large mean difference (-0.693) and a p-value of 0.028, which is below 0.05, there was a substantial difference in employee turnover between those with 0–5 years of experience and those with 26+ years of experience. B] Total Years of Experience in the Current Company and Employee Retention (ER): Levene Statistic 1.836 is insignificant at p = 0.105. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is significant, F =3.171, p = 0.008. Hence, an essential result from one-way ANOVA indicates that there is a statistically significant difference between the means of the six levels of total years of experience in career, and employee retention (ER). Therefore, a post hoc test is necessary to examine the pairwise comparison**.**

Table No.: b

Total Years of Experience in the Current Company and Employee Retention (ER): Post Hoc Tests with Tukey HSD method

Comparison (TECC)	Mean Difference	Sig. (p-value)	Result
0–5 yrs vs. 6–10 yrs	-0.302	0.146	Not Significant
0–5 yrs vs. 11–15 yrs	-0.215	0.671	Not Significant
0–5 yrs vs. 16–20 yrs	-0.158	0.945	Not Significant
0–5 yrs vs. 21–26 yrs	0.012	1.000	Not Significant
0–5 yrs vs. 26+ yrs	0.480	0.185	Not Significant
6–10 yrs vs. 11–15 yrs	0.088	0.994	Not Significant
6–10 yrs vs. 16–20 yrs	0.145	0.971	Not Significant
6–10 yrs vs. 21–26 yrs	0.314	0.754	Not Significant
6–10 yrs vs. 26+ yrs	**0.783**	**0.005**	**Significant**
11–15 yrs vs. 16–20 yrs	0.057	1.000	Not Significant
11–15 yrs vs. 21–26 yrs	0.226	0.938	Not Significant
11–15 yrs vs. 26+ yrs	**0.695**	**0.030**	**Significant**
16–20 yrs vs. 21–26 yrs	0.169	0.987	Not Significant
16–20 yrs vs. 26+ yrs	0.638	0.108	Not Significant
21–26 yrs vs. 26+ yrs	0.469	0.568	Not Significant

(Source: Analysis of Survey Data)

Interpretation of Results

The analysis indicates that employees with longer tenure—specifically those in the 26+ years category—demonstrate significantly higher retention compared to those in the mid-career group (6–15 years). Other comparisons across groups did not show statistically meaningful differences, suggesting that variations among the remaining categories are either minimal or inconsistent. This finding highlights that employees with extensive experience are more likely to remain with the organization than those in the mid-career stage.

C] Total Years of Experience in the Current Company and Compensation & Benefits (CB):

Levene's Test yielded a statistic of 0.551 with a significance level of $p = 0.738$, indicating that the assumption of homogeneity of variance is satisfied. Therefore, a One-Way ANOVA was conducted. The ANOVA results were not statistically significant ($F = 1.945$, $p = 0.086$), implying that there are no meaningful differences in perceptions of compensation and benefits across the six experience groups. Consequently, post hoc analysis was not required.

D] Total Years of Experience in the Current Company and Professional Advancement (PA):

Levene's Test result (0.888, $p = 0.489$) confirms that the assumption of equal variances is met. The One-Way ANOVA results were not significant ($F = 1.364$, $p = 0.237$), indicating no substantial differences in professional advancement perceptions across experience levels. Hence, no post hoc test was conducted.

E] Total Years of Experience in the Current Company and Training & Development (TD):

Levene's Test was significant (2.366, $p = 0.039$), indicating a violation of the homogeneity of variance assumption. As a result, Welch's ANOVA was applied. The test result was not statistically significant ($F = 97.985$, $p = 0.293$), suggesting no meaningful differences in training and development perceptions across experience groups. Therefore, post hoc testing was not necessary.

F] Total Years of Experience in the Current Company and Career Growth & Compensation Structure (CC):

Levene's Test (0.978, p = 0.431) confirmed equal variances, allowing the use of One-Way ANOVA. The results were not significant (F = 0.858, p = 0.509), indicating no statistically significant variation in perceptions of career growth and compensation structure across different experience levels. Thus, no further post hoc analysis was required.

CONCLUSION

This study examined the relationship between six major employee retention factors and demographic characteristics such as work experience, age, education level, family size, tenure in the organization, gender, marital status, and parental status. The analysis was based on responses from 424 employees working in the foundry sector.

1.Reliability of Factors

The reliability of measurement scales was assessed using Cronbach's Alpha.

- Three factors demonstrated acceptable reliability without requiring major modifications.
- However, Job Characteristics, Work–Life Balance, and Career Opportunities showed low reliability ($\alpha < 0.5$) and were excluded from further analysis. This suggests that these constructs were either not clearly understood by respondents or were not perceived as critical in influencing their decision to stay.

2. Years of Career Experience

- Total career experience had a significant impact on both turnover intention (p = 0.001) and employee retention (p = 0.001).
- Employees with up to 5 years of experience exhibited the lowest turnover intentions and the highest retention levels.
- In contrast, employees with more than 26 years of experience showed relatively higher turnover intentions and lower satisfaction with compensation and growth opportunities.

3. Age Groups

- Employees in the 56–65 age group reported the highest turnover intentions.
- Individuals aged 36–45 were the most satisfied with compensation.

- Perceptions of training and development were consistent across all age groups.
- Retention levels were highest among employees aged 26–45, indicating that mid-career employees represent the most stable and productive segment of the workforce.

4. Educational Qualification

- Educational attainment significantly influenced multiple retention factors.
- Respondents with alternative or higher-level qualifications reported greater satisfaction with compensation and higher retention levels.
- Employees with school-level or ITI qualifications were comparatively less satisfied and more likely to leave.
- Overall, higher educational attainment was associated with stronger organizational commitment.

5. Family Size

- Employees from smaller families (2–3 members) exhibited higher turnover intentions and lower retention.
- Those from larger families (4–6 or more members) showed greater stability and loyalty, possibly due to increased financial responsibilities.

6. Tenure in the Current Organization

- Employees with more than 15 years of service in the same organization showed higher turnover intentions and lower satisfaction with compensation and training.
- The highest retention levels were observed among employees with 6–15 years of tenure.

7. Marital Status and Parenthood

- Marital status did not significantly influence retention or turnover intentions.
- Employees with children displayed slightly higher retention levels but also reported increased turnover intentions, possibly due to balancing work demands and family responsibilities.
- These findings highlight the importance of introducing effective work–life balance initiatives, particularly for employees with family obligations.