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Impact Of Employee Retention Strategies On Turnover Intentions In Selected Foundry Units Of Kolhapur

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ABSTRACT: Employee retention has emerged as a critical concern for the foundry industry in Kolhapur, where high turnover intentions threaten operational stability and productivity. This study investigates the influence of key employee retention practices—such as compensation and benefits, professional advancement opportunities, work environment, training and development, and work–life balance—on employees' intentions to leave. Data were collected from a representative sample of foundry employees across selected units in Kolhapur and analysed using statistical tools including ANOVA and multiple regression to examine the relationship between retention strategies and turnover intentions. The findings reveal that effective retention practices significantly reduce turnover intentions, with compensation, career growth, and supportive workplace culture being the strongest predictors. The study provides actionable insights for foundry managers to design targeted strategies that enhance workforce stability and reduce attrition, thereby contributing to sustainable industrial performance in the region.

Keywords: Employee Retention, Satisfaction, Employee Turnover.

INTRODUCTION

In today's competitive business world, attracting and retaining good employees is very important for a company's success. Employee turnover—especially when workers leave by choice—is a big problem for labour-intensive industries like foundries, where replacing skilled workers is expensive. Retaining employees isn't only about paying them well; it also involves good management, career growth opportunities, recognition, work-life balance, and a healthy workplace culture. All these together make up employee retention practices, which affect whether workers want to stay or leave (Hom et al., 2017).

Kolhapur, in Maharashtra, is a major foundry hub with over 130 registered units serving national and international clients. The industry plays a big role in the local economy and provides many jobs. But despite this importance, foundries in the region face high turnover, especially among skilled and semi-skilled workers. Reports from the Kolhapur Engineering Association and IIF Kolhapur Chapter say that stress, heavy physical work, no clear career growth, and weak HR policies are major reasons for this problem (KEA, 2023).

Working in a foundry is tough—employees deal with extreme heat, irregular shifts, and limited career opportunities. This can lead to dissatisfaction and a higher chance of leaving the job. To retain workers, companies must focus on overall well-being, not just salaries. This means addressing career needs, mental health, and work-life balance (Kyndt et al., 2009). The challenge is that many foundries have limited resources and still follow old management styles, making it hard to meet employee expectations.

Turnover intention means a worker is seriously thinking about leaving their job soon, and it's the strongest sign that they actually will (Tett & Meyer, 1993). Research shows that employees are less likely to leave when they feel supported by the company, are satisfied with their jobs, see opportunities to grow, get help from their managers, and feel committed to the workplace (Allen et al., 2003; Price, 2001). When workers feel valued and cared for, they are more likely to stay.

Retention practices are planned efforts to keep employees happy and loyal. These include fair pay, recognition programs, promotion opportunities, safety measures, involving employees in decision-making, and mentoring. A study by Hausknecht, Rodda, and Howard (2009) found that job satisfaction,

supportive relationships at work, and career growth were the main reasons people stayed in a job. Good retention practices build trust between employers and employees (Robinson & Rousseau, 1994).

In Kolhapur's foundries, there's a gap between what workers want and what companies provide. Most foundries are small or medium businesses without formal HR departments or clear retention policies. Many workers are hired on contract or daily wages, with little job security or growth. As a result, they often switch jobs for better pay or working conditions. This frequent turnover reduces productivity, raises costs, and affects product quality (Vaiman et al., 2008).

To improve retention, foundries should work on both motivators and hygiene factors. This study will examine how retention practices affect turnover intentions in selected Kolhapur foundries. It will identify which strategies work best, study turnover trends, and suggest ways to improve satisfaction and loyalty. The goal is to help foundry owners and managers make better HR decisions, leading to a more stable and productive workforce.

In the long run, keeping employees is not just good HR—it's essential for business growth and for supporting the local economy, especially in competitive global markets and industries facing skill shortages.

Importance of Employee Retention

Keeping employees in an organization for a long time is important because it directly affects performance. When employees stay:

- Hiring and training costs are lower.
- Employee satisfaction and engagement improve.
- Knowledge and skills are retained, increasing productivity.
- Customers are happier because service and product quality remain consistent.

Retention is especially important in manufacturing sectors like foundries, where technical skills and physical work are essential. Losing skilled workers can lower product quality and affect production. That's why retention strategies must focus on employees' needs, such as career growth, safety, job stability, and recognition.

Main Factors That Influence Employee Retention

Research shows that the following factors are key:

- **Pay and Benefits** – Competitive salaries and benefits help keep workers (Milkovich & Newman, 2005).
- **Training and Career Growth** – Opportunities to learn and move up make employees more loyal (Noe, 2010).
- **Work Environment** – A safe, respectful, and inclusive workplace encourages people to stay (Ramlall, 2003).
- **Leadership and Support** – Good leadership and open communication build trust (Eisenberger et al., 2002).
- **Job Satisfaction and Engagement** – When employees feel connected to their work and workplace, they are more likely to stay (Robinson & Rousseau, 1994).

Retention in the Indian Foundry Industry

In India, keeping employees has become a major challenge, especially for small and medium-sized enterprises (SMEs). In foundries, high turnover is often caused by job dissatisfaction, tough working conditions, and limited chances to move up. Kolhapur's foundry industry faces these exact problems. To fix this, industry-specific strategies are needed to make employees feel secure, valued, and satisfied.

Employee retention is not just about reducing resignations. It's about creating a workplace where employees feel supported, motivated, and engaged. In high-turnover industries like foundries, retention strategies are essential for staying competitive and growing sustainably.

Introduction to Employee Turnover

Employee turnover means workers leave an organization and are replaced by new hires. It can be:

- **Voluntary** – The employee chooses to leave.
- **Involuntary** – The employer ends the employment.

High turnover affects a company's finances, operations, and employee morale. In industries like foundries, it can slow production, disrupt workflows, and reduce motivation.

Definitions of Turnover

- **Price (1977):** Turnover is the ratio of employees who leave during a certain period compared to the average number of employees during that period.

Turnover intentions—the thought of leaving—are strong predictors of actual resignations (Tett & Meyer, 1993).

Types of Turnover

1. **Voluntary Turnover** – The employee leaves, often for better opportunities or personal reasons.
2. **Involuntary Turnover** – The employer lets the employee go (layoffs, poor performance, restructuring).
3. **Functional Turnover** – Low-performing employees leave (can be good for the company).
4. **Dysfunctional Turnover** – High-performing employees leave (harmful for the company).

Why Employees Leave

Common reasons include:

- Job dissatisfaction and poor work-life balance.
- No career growth or promotion opportunities.
- Low pay and poor benefits.
- Unhealthy workplace culture or bad management.
- Stress and burnout, especially in physically demanding jobs like foundries.

Effects of High Turnover

- **Financial Costs** – Recruitment, training, and onboarding expenses.
- **Loss of Knowledge** – Experienced workers take valuable skills with them.
- **Lower Productivity and Morale** – Frequent resignations disrupt teamwork.
- **Poor Customer Service** – New employees may take time to reach the same quality level.

According to the Society for Human Resource Management (SHRM, 2017), replacing an employee costs 6–9 months of their salary.

Turnover in the Foundry Industry

In foundries—especially small and medium units in Kolhapur—turnover is a constant issue. The work is manual, repetitive, and sometimes dangerous, and many foundries lack proper HR systems. Workers often move to other foundries or industries for better pay or conditions, creating a cycle of hiring and quitting that hurts production and growth.

Turnover Intention-Turnover intention is when an employee seriously thinks about leaving their job. Research shows it is closely linked to actual turnover. Tracking turnover intentions helps managers address problems early and prevent resignations (Steel & Ovalle, 1984).

In short, turnover is a complex problem that affects stability, performance, and costs. Understanding why employees leave and addressing their concerns is key. In industries like foundries, where skilled labour is vital, reducing turnover is a strategic priority.

Definition of Employee Retention

Giri and Srivastava (2010) say that employee retention means a company's ability to keep its workers by using planned methods like engaging employees, giving rewards, recognizing good work, and offering career growth. In the same way, Hausknecht, Rodda, and Howard (2009) explain retention as the employer's planned effort to create and maintain a workplace where employees want to stay.

Good human resource practices—like fair salaries, chances for promotion, supportive leadership, work-life balance, and recognizing employees' efforts—often lead to better retention. These practices make employees feel more connected to the company, think positively about their work, and stay committed to it.

Significance of the Study

Employee retention is now seen as a key priority for industrial companies, especially in labour-intensive sectors like foundries. This study focuses on Kolhapur's foundry sector, an important manufacturing hub in Maharashtra. Even though the region is industrially strong, it struggles with high employee turnover, which affects productivity, product quality, and smooth operations.

The aim of this research is to study how well current employee retention practices work in Kolhapur's foundries and how they relate to employees' intentions to leave. Retention strategies are not just about

keeping workers—they are about creating a skilled, committed, and stable workforce. In small and medium-sized enterprises (SMEs), which make up most foundries in Kolhapur, limited resources often mean there are no formal HR systems. This leads to high turnover, which increases hiring and training costs, delays production, and lowers employee morale.

Statement of the Research Problem

High employee turnover is a serious and expensive problem in the foundry sector, especially in the Kolhapur district, where foundry units play an important role in the local economy. These units employ thousands of skilled and semi-skilled workers, but many still struggle to keep their staff. When workers leave, it disrupts production, lowers product quality, and increases costs for hiring and training new employees.

Some foundries have tried to reduce turnover by offering things like performance bonuses, basic benefits, or informal praise. However, these efforts are often unplanned, inconsistent, and lack proper structure. The problem is made worse by difficult working conditions, long hours, few opportunities for career growth, and little job security. Many workers feel undervalued or physically exhausted, which makes them think about quitting a step that often leads to actually leaving.

In Kolhapur, there is little research that clearly connects specific retention practices with employees' intentions to leave their jobs. While many large-scale studies exist on turnover in general, there is limited research focusing on foundry-based small and medium enterprises (SMEs) in growing industrial regions. Because of this gap, industry leaders and policymakers lack reliable data to create effective strategies for keeping workers.

Scope of the Study

This study mainly looks at the link between employee retention practices and the chances that employees will want to leave their jobs in selected foundry units in Kolhapur district. It covers many HR practices like training and development, rewards and recognition, career growth opportunities, pay and benefits, job security, company culture, leadership style, and ways to keep employees engaged.

The study focuses only on permanent employees in medium and large foundry units in Kolhapur. These units are an important part of the local economy and use both traditional and modern management styles. They face ongoing problems like high employee turnover, shortage of skilled workers, and difficulty keeping trained staff. Contract workers are not included because their work patterns and reasons for leaving are different. Other industries like automotive, textiles, pharmaceuticals, and services are also not included.

The research will use HR theories and retention models to find out which specific practices affect employees' decisions to stay or leave. Surveys and interviews will be carried out with employees and HR managers in selected foundry units. The study will also create and test a model that links HR practices with employee behaviour.

The research will explore how foundry management handles skilled and semi-skilled workers, what employees think about their jobs, why they might want to leave, and what makes them stay. Key factors include job satisfaction, career growth, work environment, leadership, and communication. The aim is to reduce voluntary resignations and build a stable workforce in an industry with tough working conditions, low automation, and high attrition rates.

During the study, the following themes will be checked:

- **Work Environment** – How safe, fair, and productive is the workplace?
- **Training & Development** – How are workers trained or reskilled?
- **Career Progression** – Are there real chances for promotions and growth?
- **Recognition** – Are achievements fairly and regularly rewarded?
- **Job Security** – What is done to give workers stability?
- **Leadership & Communication** – How well does management listen and respond to employees?
- **Future Planning** – How is the company preparing for future needs and changes in the job market?

The study will focus on these two main ideas — **employee retention practices** and **turnover intentions** — to understand how they are connected. It will also highlight the key success factors for keeping employees, based on real feedback from workers and HR managers.

Objectives of the Study:

1. To find out what employee retention practices are used in foundry units in Kolhapur.
2. To check how effective these employee retention practices are in foundry units in Kolhapur.
3. To find out how likely employees in foundry units in Kolhapur are to leave their jobs.
4. To give suitable suggestions for improving employee retention.

Research Methodology

1)To Summarize Respondent Demographics

Descriptive analysis gives clear information about the background details of the people in the sample, such as age, education, work experience, and gender. This information provides important context for understanding and interpreting results correctly (Saunders et al., 2019).

2) To Describe Key Variables

In the data analysis, eight variables were studied, divided into dependent and independent types. Descriptive analysis was used to calculate mean, median, frequency distribution, and standard deviation to understand variation and central trends for:

- **Employee Retention Practices** (e.g., career growth, training, compensation)
- **Turnover Intention** (e.g., intention to stay or leave the organization)

3) To Understand Patterns and Trends

Descriptive statistics help the researcher find patterns, such as:

- Which retention practices are the most effective?
- Which demographic groups have higher intentions to leave? (Sekaran & Bougie, 2016)

4) To Ensure Data Quality

Before applying advanced statistical tests like correlation and regression, descriptive statistics help check:

- Whether the data is normally distributed
- If there are missing data points
- If there are any outliers (Kothari, 2002)

5) Foundation for Further Data Analysis

Descriptive statistics act as the first step before advanced tests like regression, correlation, and ANOVA (One-way ANOVA, Welch ANOVA, Post Hoc tests) by giving an overview of how the data is spread and structured.

Total Item Correlation and Cronbach's Alpha

Cronbach's Alpha and Total Item Correlation were used as part of the scale reliability test before doing factor analysis.

1) Checking Internal Consistency of the Questionnaire

- Cronbach's Alpha measures how consistently a set of questions (items) in a survey measures the same idea.
- A value of 0.70 or higher means the items are reliable (Nunnally & Bernstein, 1994).
- This ensures that the Likert-scale questions are statistically valid for further analysis.

2) Testing Item Consistency with Total Item Correlation

- This test checks whether each question is related to the total score of its scale.
- Items with a correlation below 0.30 may not be useful and might need to be removed or revised (Nunnally & Bernstein, 1994).
- This step confirms item validity before factor analysis.

3) Preparing for Factor Analysis

- Factor analysis (EFA or CFA) depends on accurate data.
- Checking reliability first ensures that weak or irrelevant items are removed before analyzing hidden factors.

Data Analysis

Comparing Demographic Variables with Six Strategic Retention Drivers: In this research, we have a continuous dependent variable, namely Employee Turnover (ET), Employee Retention (ER), Compensation and Benefits (CB), Professional Advancement (PA), Training & Development (TD), Career Growth & Compensation Structure (CC) and categorical independent variable age, education,

members in family, total experience and experience in the company (with three or more levels), the researcher used one way ANOVA (Fisher, R. A. 1925, Field, A. 2013)or Welch ANOVA (Welch, 1951) test to understand the relationship between dependent and independent variables. The null hypothesis, according to which the means of the groups determined by the independent variable are equal, is tested. For running a one ANOVA, there should be two preconditions. First, the data should be normally distributed. This condition is fulfilled in this research (see the table). Second, Homogeneity of variance. Homogeneity of variance is tested using Levene's test. If Levene's test is insignificant, $p > 0.05$, i.e. does not assume equal variances. In this case, the researcher can use one ANOVA. However, if the second assumption, Homogeneity of variance, is violated. If Levene's test is significant ($p < 0.05$), it assumes that the variances are equal. When the assumption of equal variances is violated, it becomes a more reliable option to run Welch's ANOVA. It is less vulnerable to violations of the equal variance assumption; it is frequently chosen when working with unequal sample sizes across groups. If a one-way ANOVA found a significant difference, a post hoc test was run using the Tukey HSD method (Tukey, J. W., 1949), which assumes equal variances, to understand the pairwise differences. If Welch ANOVA found a significant difference, the researcher then used Games-Howell Post Hoc Tests (Games, P. A., & Howell, J. F., 1976) to understand the pairwise differences. Test because it does not assume equal variances. Categorical independent variables: Gender, Marital Status, Children (with two levels). The researcher then applied an independent t-test (Student, 1908) to examine the relationship between the dependent and independent variables. An independent t-test is a parametric test. Hence, there must be a normal distribution. This condition is fulfilled in this research (see the table).

Table No.1

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.

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.

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 experienced.

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.:4 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.

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.

The study discovered that the age groups of 6–10 years and 26+ years had significantly different retention rates, with the latter group having higher retention rates. All other group comparisons were not statistically significant. The only statistically significant differences between mid-career (6–15 years) and late-career (26+ years) employees are those between these two groups. This implies that Workers with 26 or more years of experience are significantly more likely to be retained than those with 6 to 15 years of experience. The data is too variable, or other groups are not sufficiently different.

C] Total Years of Experience in the Current Company and Compensation and Benefits (CB): Levene Statistic 0.551 is insignificant at p = 0.738. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =1.945, p = 0.086. Hence, an essential result from one-way ANOVA indicates that there is no statistically significant difference between the means of the six levels of Total Years of Experience in the Current Company, and Compensation and Benefits (CB). Therefore, a post hoc test is not necessary.

D] Total Years of Experience in the Current Company and Professional Advancement (PA): Levene Statistic 0.888 is insignificant at p = 0.489. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =1.364, p = 0.237. Hence, an essential result from one-way ANOVA indicates that there is no statistically significant difference between the means of the six levels of Total Years of Experience in the Current Company and Professional Advancement (PA). Therefore, a post hoc test is not necessary.

E] Total Years of Experience in the Current Company and Training & Development (TD): The Levene Statistic (2.366) is significant at p = 0.039. 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 an insignificant test value of 97.985 (p = 0.293). Hence, an essential result from Welch's ANOVA indicates that there is no statistically significant difference between the means of the six levels of total years of experience in the current company, as well as training & development (TD). Therefore, a post hoc test is not necessary.

F] Total Years of Experience in the Current Company and Career Growth & Compensation Structure (CC): Levene Statistic 0.978 is insignificant at p = 0.431. Hence, the assumption of homogeneity of variance is fulfilled. The researcher can perform a one-way ANOVA. The test is insignificant, F =0.858, p = 0.509. Hence, an essential result from one way ANOVA indicates that there is no statistically significant difference between the means of the six levels of Total Years of Experience in the Current Company and Career Growth & Compensation Structure (CC). Therefore, a post hoc test is not necessary.

Cross Tab of Number of Family Members & 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)	2-3	144	2.80	0.90	12.392	0.001	NA	NA	11.255	0.001
	4-6	253	2.31	1.11						
	7-16	27	2.33	1.45						
	Total	**424**	**2.48**	**1.09**						
Employee Retention (ER)	2-3	144	3.17	0.85	4.130	0.017	NA	NA	15.995	0.001
	4-6	253	3.68	1.02						
	7-16	27	3.87	1.04						
	Total	**424**	**3.52**	**0.99**						
Compensation and Benefits (CB)	2-3	144	3.14	0.85	4.457	0.012	NA	NA	6.090	0.004
	4-6	253	3.40	1.04						
	7-16	27	3.77	1.11						
	Total	**424**	**3.34**	**0.99**						
Professional Advancement (PA)	2-3	144	2.92	0.86	10.425	0.001	NA	NA	1.022	0.365
	4-6	253	3.03	1.10						
	7-16	27	3.20	1.24						
	Total	**424**	**3.00**	**1.03**						
Training & Development (TD)	2-3	144	3.05	0.82	5.967	0.003	NA	NA	7.177	0.001
	4-6	253	3.32	1.00						
	7-16	27	3.69	1.02						
	Total	**424**	**3.25**	**0.96**						
Career Growth & Compensation Structure (CC)	2-3	144	3.03	0.84	3.278	0.039	NA	NA	1.488	0.233
	4-6	253	3.16	0.94						
	7-16	27	3.30	1.05						
	Total	**424**	**3.13**	**0.92**						

(Source: Analysis of Survey Data)

CONCLUSION-

The study looked at how six key employee retention factors are connected to work experience, age, education, family size, time spent in the current company, gender, marital status, and whether employees have children. It involved 424 workers from the foundry industry.

1. Reliability of Factors

A test called Cronbach's Alpha was used to check the reliability of the factors.

- Three factors were reliable without big changes.
- Job Characteristics, Work-Life Balance, and Career Opportunities were found weak ($\alpha < 0.5$) and were removed from further analysis. This means these areas were either unclear to employees or not very important for their decision to stay.

2. Years of Career Experience

- Career experience strongly affected turnover ($p = 0.001$) and retention ($p = 0.001$).
- Employees with 5 years or less experience had the lowest turnover and highest retention.
- Employees with 26+ years had higher turnover and were less happy with pay and growth opportunities.

3. Age Groups

- Older employees (56–65) had the highest turnover.
- People aged 36–45 were most satisfied with pay.
- Training & Development was valued equally by all age groups.
- Retention was highest among 26–45-year-olds, suggesting mid-career is the most productive stage.

4. Education Level

- Education had a big effect on many factors.
- People with "other degrees" had the highest retention and pay satisfaction.
- School-level or ITI-educated employees were less satisfied and more likely to leave.
- More education generally meant stronger loyalty.

5. Family Size

- Small families (2–3 members) had higher turnover and lower retention.
- Larger families (4–6 or more members) were more loyal, likely due to financial responsibilities.

6. Time in Current Company

- Employees with over 15 years in the same company were more likely to leave and less satisfied with pay and training.
- The highest retention was among employees with 6–15 years in the company.

7. Marital Status & Parenthood

- Being married or unmarried did not make much difference.
- Parents had slightly higher retention but also higher turnover, likely because of both job stress and family needs.
- This shows a need for better work-life balance support for parents.

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