

A Study On Labour Retention Techniques At Metal Industries Ltd, Shoranur

Mr. ASWIN C¹ Mrs. R SUMA²

¹Dept of Management Studies

²Assistant Professor, Dept of Management Studies

^{1, 2}Jawaharlal College of Engineering & Technology, Ottapalam.

Abstract- *This study examines labor retention techniques within the Metal Industries in Shoranur, a region renowned for its significant contribution to the metal manufacturing sector. High turnover rates have been a persistent challenge, adversely affecting productivity and operational efficiency. This research aims to identify and evaluate the effectiveness of various retention strategies employed by local metal industries to mitigate this issue. Utilizing a mixed-methods approach, data was gathered through surveys, interviews, and company records from a representative sample of industry workers and management. The findings indicate that comprehensive training programs, competitive compensation packages, and a supportive work environment are critical in enhancing employee satisfaction and reducing turnover rates. Additionally, the study highlights the role of management practices and employee engagement in fostering loyalty and long-term commitment among workers. The insights derived from this research provide actionable recommendations for industry stakeholders to develop tailored retention strategies, ultimately aiming to improve workforce stability and productivity in the metal industries of Shoranur.*

Keywords- Labour retention, Career development, Retention initiatives, Turnover Reduction.

I. INTRODUCTION

The metal industry, particularly in regions like Shoranur, plays a vital role in economic growth and industrial development. With its capacity to generate employment and contribute to GDP, the industry serves as a cornerstone of many economies. However, one of the persistent challenges faced by metal industries, especially in regions like Shoranur, is the retention of contract labor. Contract workers form a significant portion of the industry's workforce, serving in various capacities ranging from production to maintenance roles. The uncertainty surrounding job stability, benefits, and career progression often leads to higher turnover rates among contract workers. By addressing these factors, organizations can create a conducive work environment that encourages contract labor to remain engaged and committed to their roles. In conclusion, addressing the retention of contract labor is essential for organizations striving to maintain

competitiveness and sustainability in today's business environment. By understanding the unique challenges faced by contract workers and implementing targeted retention strategies, organizations can mitigate turnover rates and enhance overall productivity.

1.1 INDUSTRY PROFILE

India's rich history in metallurgy traces back centuries, earning it the title of the Great Grandfather of the world's metallurgical industry. Abundant natural resources in the form of minerals like copper, iron ore, manganese, and gold have fueled the growth of India's basic metals industry. The art of Bronze Casting, practiced in India long before the modern world discovered metallurgy, showcases the nation's early mastery in working with metals. Metallurgical processes, from extracting metals from ores deep within the earth to purifying them for various applications, form the backbone of India's metal industries. These metals serve as raw materials for manufacturing structures and machinery, contributing significantly to India's industrial landscape. While the metallurgical industry stands as a testament to India's ancient legacy of metalworking, the agricultural sector represents a blend of tradition and adaptation in response to changing needs and advancements in technology. As India continues to navigate the complexities of balancing traditional practices with modernization, the convergence of these two realms underscores the nation's resilience and capacity for innovation in the face of evolving global landscapes.

1.2. COMPANY PROFILE

In the world of Agriculture Implements Forging Industry. The Metal Industries Ltd is a celebrity. The Metal industries limited are a public sector undertaking established in 1928. One among the first few pioneer industries of pre-independent India and the first one in South India. The activities of the company are to manufacture and market various agriculture implements and tools required for Agri farming, handicrafts, and artisan communities. The factory is located at Shoranur a major industrial destination of Malabar region of Kerala in 24 acres of land. The ownership of the unit is hold and promoted by the Department of Industry,

Government of Kerala. The Metal Industries Ltd is known for quality, durability, and reliability of its products and till remains on the zenith. Special alloy steel is used as raw material for manufacturing which undergoes forging process and structure and thus makes the implements, resistance to wear and tear and corrosion and ensure optimum strength and toughness. Now, Metal Industries Ltd is a major player in the Agriculture Implements sector and government issued order to purchase the products of the company without any tender formalities and any department under the State Government can be purchased the items directly from the company.

II. LITERATURE REVIEW

- The literature review by **Diwakar Singh (2019)** emphasizes the crucial importance of employee retention in organizations due to the significant costs associated with turnover. Singh underscores the need for comprehensive retention policies to address this challenge effectively. The study aims to analyze existing research on employee retention, focusing on factors influencing employee departure and the strategies employed by organizations to retain staff. Drawing on secondary sources, the review synthesizes diverse perspectives on retention, reflecting the evolving landscape shaped by technology, competition, and globalization.
- S.Rajith Kumar Manoj Menon (2018)** Stated that the differential value created by talented employees and their contribution to organizations in the hypercompetitive and complex global economy has made talent management has been advocated as an important strategy to retain talented employees, but academic studies exploring their relationship are limited. Building on the Resource Based View theory and Social Exchange Theory the article studied the relationship between talent management and employee retention
- Scott L Boyar (2012)** identified six reasons that help in explain why individuals leaving their jobs. These factors are family situations, travel distance job content, work related stress relationship with friends and managerial support. It was found that employees who have less financial obligation are more likely to leave the organization.

III. OBJECTIVE OF THE STUDY

- To study the retention strategies adopted by Metal Industries to retain its labour staffs.
- To identify the key factors that contribute to retention strategies in an organization.
- To study the labour's awareness and knowledge about retention strategies adopted in the organization.

- To assess the impact of different retention strategies on employee satisfaction, productivity, and overall organizational performance.

IV. RESEARCH METHODOLOGY

4.1. RESEARCH DESIGN

Research design adopted was descriptive research that involves in- depth study and evaluation of available information in an attempt to explain complex phenomena.

4.2 POPULATION

The population of the study consists of 52 contract labours of Metal Industries

4.3 SAMPLE SIZE

The sample size of the study is 52 labours in the organization.

4.4 SOURCES OF DATA

The data for the study include both primary and secondary data.

- Primary data are those data which is original in nature and collected first time. Primary data are collected using questionnaire.
- Secondary data are those data collected from the secondary sources like website, journals etc

V. DATA ANALYSIS

5.1. JOB RELATED TRAINING

Table No: 5.1 :Table showing respondents opinion on job related training

Level of Agreement	No of Respondents	Percentage
Strongly Agree	8	15
Agree	21	40
Neutral	17	33
Disagree	4	8
Strongly Disagree	2	4



Chart No :5.1

Chart showing salary of the respondents

INTERPRETATION

From the above table and chart, it can be interpreted that most of the respondents (55%) agree that the organization provides job related training . (33%) responds neutrally to the statement and the remaining 12% disagree that job related training is provided.

5.2. OPPORTUNITIES FOR CAREER GROWTH

Table No: 5.2. : Table showing respondents opinion on opportunities for career growth

Level of Agreement	No of Respondents	Percentage
Strongly Agree	9	16
Agree	18	35
Neutral	16	31
Disagree	6	12
Strongly Disagree	3	6

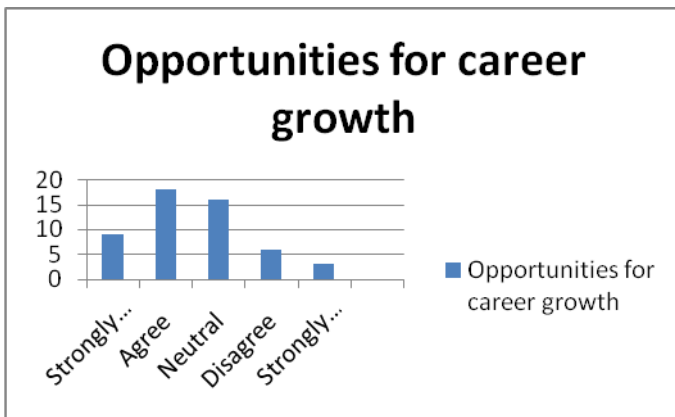


Chart No :5.2

Chart showing salary of the respondents

INTERPRETATION

From the above table and chart, it can be interpreted that (51%) of the respondents agree that organization provides opportunities for career growth , (31%) neutrally agrees to the statement ,and (18%) of the respondents disagree that there are less opportunities for career growth

5.3. WORK LIFE BALANCE IS SUPPORTED IN THE ORGANIZATION

Table No: 5.3 :Table showing respondents opinion on work life balance

Level of Agreement	No of Respondents	Percentage
Strongly Agree	3	6
Agree	23	44
Neutral	13	25
Disagree	9	17
Strongly Disagree	4	8



Chart No: 5.3

Chart showing respondents opinion on work life balance

INTERPRETATION

From the above table and chart, it can be interpreted that most of the respondents work life balance is supported in the organization (51%) responds neutrally to the statement and the remaining (25%) disagree that work life balance is supported in the organization.

5.4. WEIGHTED AVERAGE

AIM: To find out the labour opinion towards rating various retention strategies

Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Organization has a clear and defined vision	4	26	14	7	1
Job related training is given regularly	8	21	17	3	2
Organization atmosphere facilitates open/free flow of communication	13	29	7	3	0
There are opportunities for career growth	9	18	16	6	3
Work life balance is supported by the organization	3	23	13	9	4

Total	Weighted Average	Rank
181	12.06	3
183	12.2	2
208	13.8	1
180	12	4
168	11.2	5

INTERPRETATION

It is concluded that the respondent strongly agree that organization atmosphere facilitates open/free flow of communication . Above table shows that labours opinion towards rating various factors regarding retention techniques. According to this organization atmosphere facilitates open/free flow of communication is ranked first, Job related training is given regularly second, There are opportunities for career growth third, Organization has a clear and defined

vision fourth, Work life balance is supported by the organization as fifth.

5.5. CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

➤ **Null hypothesis (H0):**

There is a positive relationship between the salary and experience

➤ **Alternate hypothesis (H1):**

There is a negative relationship between the salary and experience

	SALARY	EXPERIENCE
SALARY		
Pearson Correlation	1	0.992
Sig(2 tailed)		0.00
N	52	52
EXPERIENCE		
Pearson Correlation	0.992	1
Sig(2 tailed)	0.00	
N	52	52

Correlation is significant at the 0.01 level (2 Tailed)

$$r = \frac{n(\sum xy) - (\sum x)(\sum y)}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

r=.992

INTERPRETATION

The Pearson Correlation Coefficient r= 0.992 indicates there is a strong positive relationship between the job related training and opportunities for career growth. This suggests that as job related training increases and opportunities for career growth tends to increase as well The p- value of 0.992 is greater than the 0.05 significance level. In other words, while there is a strong correlation, the result is not statistically significant at the 5% level.

5.6. CHI SQUARE ANALYSIS

HYPOTHESIS

□ **Null hypothesis (H₀):** Job security and career growth are independent.

□ **Alternative hypothesis (H₁):** Job security and career growth are not independent.

Source of factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	Job Security	12	27	6	5	
Opportunities for career growth	9	18	16	6	3	52
Total	21	45	22	11	5	104

O	E	(O - E)	(O-E) ²	(O-E) ² /E
12	10.5	1.5	2.25	0.214
27	22.5	4.5	20.25	0.9
6	11	5	25	2.273
5	5.5	0.5	0.25	0.045
2	2.5	0.5	0.25	0.1
9	10.5	1.5	2.25	0.214
18	22.5	4.5	20.25	0.9
16	11	5	25	2.273
6	5.5	0.5	0.25	0.045
3	2.5	0.5	0.25	0.1
			Total $\frac{\sum(O-E)^2}{E}$	=
			7.06	

Significance level = 0.05
 Degree of freedom (df) = 4
 Table value = 9.44
 P value = 0.133

INTERPRETATION

Calculated value 7.06 is less than the critical value 9.44 and the p value 0.133 is greater than the significance level 0.05. Therefore, accept the null hypothesis (H₀). This suggests that there is no significant association between job security provided and opportunities for career growth.

5.7. ONE ANOVA ANALYSIS

Null Hypothesis(H₀) :

Experience has no significant difference on clear communication between management and labour

Alternative Hypothesis (H₁) :

Experience has significant difference on clear communication between management and labour

Source of Variation	Sum of squares	df	Mean Square	F	P value	F crit
Between Groups	24.24	4	6.06	0.799	0.53	2.86
Within Groups	151.6	20	7.58			
Groups Total	175.84	24				

INTERPRETATION

The ANOVA results indicate that the f value 0.799 is less than the critical value 2.86 and P value 0.53 is greater than the significance level 0.05. So we fail to reject null hypothesis and hence it is concluded that experience has no significant difference on clear communication between management and labour.

VI. FINDINGS

Percentage Analysis :

- Most of the labours (55%) agrees that job related training is given
- The study reveals that (51%) of respondents agree that there are opportunities for career growth.
- Most of the respondents (50%) agree that work life balance is supported by the organization.

Correlation Analysis

- As the result of correlation statistical test there is a positive correlation between job related training and opportunities for career growth.

Chi Square Analysis

- As the result of Chi Square Analysis there is no significant association between job security provided and opportunities for career growth

One Way Anova

- As the result of One Way Anova it is found that experience has no significant difference on clear communication between management and labour.

VII. SUGGESTIONS

- As there is no specific labour retention measure followed by the company creating internal recognition programs in the organization makes the employee to retain in their job.
- Encouraging labours to develop additional skill that will aid in their professional development. By doing so labours can progress into new roles within the organization instead of seeking opportunity elsewhere.
- Providing proper feedback about their performance and how it affects the company is important.
- Being able to reassure labours when changes are happening, both big and small can help avoid any fears and anxieties they may have about doing their jobs.

VIII. CONCLUSION

Effective labour retention is a systematic effort by employers to create and foster an environment that encourage current labours to remain employed by having policies and practices that address their diverse needs. The study was on the topic A Study on Labour Retention Techniques on The Metal Industries Ltd. The study also made an attempt to find out the existing retention measures in the organization and understand the perception of labours towards retention strategies. In this project study it shows that it is essential to have a effective retention strategies in the organization. It is found that labour retention is a tool for improving organizational effectiveness and labour retention helps in productivity. When employees are satisfied with their jobs and feel engaged, they are more likely to stay with the company, which in turn boosts productivity. Job satisfaction and

engagement are key components of successful labour retention programs. Labour job satisfaction and engagement factors are key ingredients of labour retention programs. However, the payoff of focusing on labour retention in terms of increased performance, productivity, employee morale and quality of work, related problems is well worth the time and financial investment.

REFERENCES

- [1] Dr. K. Venugopalan, Abdul Assis Koroth (2014). Human Resource Management Calicut University and Central Co-operative Stores Publication, Calicut
- [2] Prasad, L.M. (2007), Principles and Practices of Management Sultan Chand and Sons publications Pvt Ltd. New Delhi.
- [3] Rao, VSP. (2008). Human Resource Management; Excel publications Pvt ltd. Mumbai.
- [4] S. Rajith Kumar, Manoj Menon (2018) – Talent Management and Employee Retention.
- [5] Diwakar Singh (2019) – Employee Retention with Focus on Recent Trends.
- [6] Mendoza, B Samuel Jr (2024) – A Microanalysis of Employee Retention Strategies.
- [7] <https://themetallindustries.in/>
- [8] www.google.com
- [9] <http://www.employee-retention-hq.com>