Employee Retention Practices And Their Effectiveness At Nilkamal Industries

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Abstract- *This study investigates the employee retention practices adopted at Nilkamal Industries and evaluates their effectiveness in minimizing employee turnover. A structured questionnaire was administered to 110 employees, and statistical tools such as Percentage Analysis, Chi-Square Test, ANOVA, Correlation, and Regression were applied. The findings indicate that retention is significantly influenced by factors including compensation, non-monetary benefits, career development opportunities, workplace safety, and HR policies. While certain retention strategies are effective, issues such as inadequate communication, limited growth opportunities, and safety concerns continue to affect overall employee satisfaction. The study provides recommendations to strengthen employee engagement and improve organizational retention outcomes.*

Keywords- Employee Retention, HR Policies, Job Satisfaction, Work Environment, Nilkamal Industries.

I. INTRODUCTION

In the modern business environment, human resources are increasingly recognized as the cornerstone of organizational success. While technological advancements, financial resources, and infrastructure play vital roles in the functioning of an enterprise, it is ultimately the employees who drive performance, innovation, and growth. Hence, managing and retaining talented employees has become a crucial function for all organizations. Employee retention has evolved as a key human resource management challenge, particularly in a competitive and dynamic market where skilled employees have abundant career opportunities. Employee retention can be defined as the ability of an organization to keep its employees for a longer period while minimizing voluntary turnover. Retention practices include the policies, programs, and strategies that organizations adopt to enhance employee satisfaction, commitment, and loyalty. Effective retention practices not only reduce the costs associated with recruitment, training, and development but also help in maintaining organizational knowledge, improving productivity, and ensuring smooth operational continuity. Conversely, high employee turnover can lead to increased costs, low morale, reduced customer satisfaction, and disruptions in work processes.

In the Indian context, with rapid industrialization and globalization, employee mobility has increased significantly. The manufacturing sector, in particular, faces challenges in retaining skilled and semi-skilled labor due to factors such as job stress, monotonous work, lack of recognition, limited promotional opportunities, and better pay packages offered by competitors. In this scenario, it becomes vital for companies to identify and implement effective employee retention strategies to sustain in the long term. Nilkamal Industries Limited is a renowned name in the Indian manufacturing industry, well known for its range of plastic products, furniture, and material handling solutions. Established in 1981, Nilkamal has built a strong reputation for quality and innovation. With a large workforce spread across multiple locations, the company's success depends heavily on the efficiency, loyalty, and performance of its employees. However, like many other large-scale organizations, Nilkamal faces challenges in retaining talented employees. High turnover in certain departments can impact productivity, increase costs, and affect overall employee morale.

To overcome these challenges, Nilkamal Industries has introduced several human resource management initiatives such as skill development programs, performance-linked incentives, employee recognition schemes, and welfare measures. The company also strives to maintain a positive organizational culture that encourages teamwork, communication, and employee engagement. Despite these efforts, attrition continues to occur, indicating that existing retention practices may need to be reviewed and strengthened to meet evolving employee expectations.

Employee retention is influenced by multiple factors, both intrinsic and extrinsic. Intrinsic factors include job satisfaction, recognition, and opportunities for career growth, while extrinsic factors encompass compensation, work environment, management style, and job security. A well-balanced retention strategy must address both sets of factors. For example, providing fair remuneration alone is not sufficient if employees feel undervalued or see limited scope for professional growth. Similarly, offering career development opportunities will not be effective if the organizational culture is unsupportive. Therefore,

understanding the specific factors that affect retention within Nilkamal Industries is essential for developing targeted and effective HR interventions.

This study seeks to explore the employee retention practices currently adopted by Nilkamal Industries and evaluate their effectiveness in maintaining workforce stability. It aims to identify the key drivers of employee retention and analyze how these practices influence employee satisfaction and commitment. The research will also examine the reasons behind employee turnover, the impact of retention programs on productivity, and the relationship between management policies and employee morale. By doing so, the study will provide insights into how Nilkamal Industries can enhance its human resource strategies to retain skilled talent and reduce attrition rates.

The significance of this research lies not only in its implications for Nilkamal Industries but also for the broader manufacturing sector. Many manufacturing firms face similar human resource challenges due to their labor-intensive nature, competitive market conditions, and changing workforce dynamics. Hence, the findings of this study may serve as a useful reference for other organizations in designing and implementing retention strategies that promote employee engagement and organizational commitment.

Furthermore, in an era where employees value career growth, recognition, and work-life balance as much as monetary benefits, understanding the psychological and motivational aspects of retention has become imperative. Organizations that fail to adapt to these changing expectations risk losing their top talent to competitors. Therefore, this study will emphasize the importance of aligning employee retention practices with contemporary HR trends, such as flexible work arrangements, continuous learning opportunities, and participative management. In conclusion, retaining talented employees is not merely an operational necessity but a strategic priority for long-term organizational success. For Nilkamal Industries, effective retention practices can lead to a more dedicated workforce, improved productivity, and a stronger organizational culture. This study, by analyzing the effectiveness of Nilkamal's retention strategies, aims to offer practical recommendations for building a more satisfied, committed, and loyal workforce. Ultimately, the insights gained from this research will help the company—and similar organizations—achieve sustainable growth through people-centered management practices.

Objectives of the study

- To study the impact of work environment and safety measures on employee retention.
- To assess the role of monetary and non-monetary incentives in retaining workers.
- To identify key factors influencing employee retention in the Nilkamal ltd,
- To examine the impact of perceived organizational support on employee retention.
- To analyse the effectiveness of existing employee retention practices in Nilkamal ltd,

II. REVIEW OF LITERATURE

Jyotsna Devi & Reddy (2025) – Data-Driven HR Practices

Jyotsna Devi and Reddy (2025) emphasized that data-driven HR analytics help organizations identify potential attrition patterns and act proactively. By monitoring absenteeism, engagement levels, and productivity trends, HR can predict which employees are likely to leave. For Nilkamal Industries, predictive analytics can support timely interventions such as counseling, recognition, or job redesign.

Bharathi et al. (2024) – Career Growth, Job Satisfaction, and Culture

Bharathi et al. (2024) identified job satisfaction, career advancement, compensation, and supportive culture as the main factors influencing employee retention. For Nilkamal Industries, promoting transparent growth opportunities and positive leadership can improve engagement. When employees perceive fair treatment and development prospects, they stay loyal to the company. The study suggests aligning personal and organizational goals to create motivation and satisfaction

Rajesh & Karthikeyan (2023) – Retention through Work-Life Balance

Rajesh and Karthikeyan (2023) found that flexible work arrangements and manageable workloads improve employee commitment and reduce attrition. In manufacturing industries like Nilkamal, proper shift scheduling and rest periods promote mental well-being. Worklife balance enhances productivity and decreases absenteeism. The study further notes that empathy and consideration from management foster long-term loyalty. This shows that balancing personal and professional life directly strengthens retention.

Pew Research (2022) – Compensation and Non-Monetary Factors

Pew Research (2022) revealed that while 63% of employees leave jobs due to low pay, nonmonetary aspects such as recognition, autonomy, and flexibility are equally critical. Nilkamal Industries can benefit from combining competitive pay with appreciation and flexible policies. Employees value being respected and acknowledged beyond salary benefits. A balance between financial and psychological rewards creates sustainable engagement. Such equilibrium ensures job satisfaction and lower turnover.

Sundharesalingam et al. (2021) – Workplace Safety and Comfort

Sundharesalingam et al. (2021) highlighted the role of safety, ergonomics, and comfort in retaining manufacturing workers. Nilkamal, being in a physically demanding sector, should ensure well-equipped facilities and regular safety training. Comfortable workspaces increase trust and reduce fatigue. When employees feel secure, they show greater productivity and organizational loyalty. Safety initiatives, therefore, serve as a foundation for retention and morale.

Manufacturing Institute (2020) – Supportive and Family-Oriented Culture

The Manufacturing Institute (2020) discovered that employees stay longer when they experience a family-like, inclusive culture and job security. Nilkamal Industries can create such an environment by emphasizing teamwork, respect, and openness. Supportive leaders and peer trust enhance emotional attachment to the company. A family-oriented culture also helps during times of organizational change. Overall, these elements strengthen satisfaction and commitment.

Meenakshi & Arulraj (2019) – Employee Empowerment and Trust

Meenakshi and Arulraj (2019) observed that empowering employees through participation and feedback systems increases organizational trust. For Nilkamal, encouraging idea-sharing and rewarding innovative contributions can make employees feel valued. Empowered workers display higher motivation and retention levels. Transparent communication and autonomy create a sense of ownership. Thus, empowerment acts as a strong driver of retention and engagement.

Sharma & Patel (2018) – Communication and Recognition

Sharma and Patel (2018) stated that ineffective communication and lack of recognition cause higher turnover in manufacturing firms. Nilkamal can overcome this by improving dialogue between management and workers and conducting appreciation programs. Recognizing individual and team achievements boosts morale. Open feedback mechanisms enhance transparency and reduce misunderstandings. This approach builds belongingness and trust among employees.

Kumar & Mathimaran (2017) – HR Practices and Retention Policies

Kumar and Mathimaran (2017) highlighted that clear HR policies, fair appraisals, and consistent managerial support reduce employee exits. Nilkamal Industries can implement structured performance reviews and development programs to build trust. Retention depends not only on salary but also on how employees perceive fairness. Continuous monitoring of HR practices ensures stability. Effective retention frameworks align employee and company objectives seamlessly.

Singh &Sankhi (2016) – Training and Job Satisfaction

Singh and Sankhi (2016) emphasized that employee training significantly boosts confidence, skill levels, and retention. Nilkamal can benefit from providing continuous learning programs and leadership workshops. Training enhances not only productivity but also job satisfaction and morale. Employees who grow with the company develop loyalty and a sense of belonging. Skill development thus becomes a long-term investment in retention.

Harini & Das (2015) – Organizational Commitment and Motivation

Harini and Das (2015) found that employees with high motivation and organizational commitment show stronger retention. At Nilkamal, motivational factors like recognition, growth, and teamwork can reduce turnover. When employees identify with company values, they remain engaged and satisfied. The study further recommends linking personal goals with organizational missions. Commitment, once built, ensures workforce stability.

Ghosh et al. (2013) – Customized Retention Programs

Ghosh et al. (2013) suggested that department-specific retention policies are more effective than generic ones. Nilkamal can apply this by tailoring incentives and training programs for different divisions. Recognizing unique departmental challenges creates fairness and relevance. This customization improves engagement and lowers

dissatisfaction. Such focused strategies maintain strong employee relationships and commitment.

Ramesh & Srinivasan (2012) – Job Satisfaction and Organizational Climate

Ramesh and Srinivasan (2012) highlighted that work environment and interpersonal relationships are key to employee loyalty. Nilkamal should create a healthy workplace climate where respect and collaboration are prioritized. Positive environments improve morale and performance. Supportive supervision and peer unity lead to better retention. Thus, organizational climate acts as a silent yet powerful retention force.

Thomas & George (2011) – Leadership Role in Retention

Thomas and George (2011) found that transformational leaders directly influence employees' intent to stay. Managers who mentor, guide, and appreciate their teams increase engagement. Nilkamal's supervisors can adopt this approach to foster trust and growth. Effective leadership enhances morale and emotional stability. Leadership development, therefore, becomes essential for employee loyalty.

Samuel & Chipunza (2009) – Managerial Support and Job Stability

Samuel and Chipunza (2009) emphasized that managerial recognition, safety, and communication drive retention. In Nilkamal Industries, supportive supervisors can strengthen trust and morale. When employees feel guided and safe, they exhibit longer tenure and higher productivity. Maintaining work-life fairness and recognition promotes stability. These findings underline the human aspect of retention.

Kumar & Mathimaran (2009) – Role of HR in Manufacturing Retention

Kumar and Mathimaran (2009) concluded that effective HR practices improve retention by aligning employee expectations with organizational goals. For Nilkamal, HR should integrate engagement surveys and welfare programs. Employees value attention and recognition from management. Consistent HR involvement builds belonging and motivation. This human-centered strategy ensures a sustainable workforce.

Gberevbie (2008) – Organizational Support and Commitment

Gberevbie (2008) stressed that employee retention depends on perceived organizational support and fairness. When Nilkamal employees feel valued and secure, their loyalty strengthens. The study shows that fair treatment and career support reduce turnover. Employees reciprocate organizational care with commitment. Hence, psychological and professional support must be balanced.

Eisenberger et al. (2008) – Perceived Organizational Support

Eisenberger et al. (2008) revealed that employees who believe their organization values their contributions stay longer. Nilkamal can foster such perceptions through appreciation programs, trust-based leadership, and transparent communication. Supportive systems promote emotional attachment and reduce resignation intentions. This psychological contract strengthens mutual respect. Consequently, organizational support leads to consistent employee engagement.

Ghosh & Rao (2005) – Job Security and Employee Loyalty

Ghosh and Rao (2005) highlighted that job insecurity increases turnover and stress among workers. Nilkamal Industries should provide clear communication regarding job stability and performance expectations. Secure employees display stronger focus and reduced anxiety. Offering reassurance and transparent policies builds trust. Thus, job security remains an integral factor in employee retention.

Eisenberger et al. (2002) – Emotional Attachment and Retention

Eisenberger et al. (2002) demonstrated that emotional attachment and perceived employer care enhance retention. Employees who feel emotionally connected to the organization remain more engaged and committed. For Nilkamal, consistent recognition, empathy, and ethical HR policies can foster such bonds.

III. RESEARCH METHOLOGY

Research Design: The research design for this study is a combination of descriptive and analytical approaches. The descriptive component focuses on identifying and understanding the key characteristics of Nilkamal limited' business operations, customer preferences, and product performance, while the analytical aspect is used to interpret and evaluate relationships among various factors influencing the company's market dynamics.

A quantitative research method was primarily adopted, using structured questionnaires to gather primary data from customers, employees, or distributors of Nilkamal limited. This enabled a statistical understanding of trends, behaviours, and opinions. Additionally, secondary data was collected from credible sources such as company annual reports, industry publications, websites, and government databases to support the analysis and provide context.

The study is cross-sectional in nature, focusing on data collected at a single point in time to examine current conditions. The sample design was developed using random sampling techniques to ensure representation across different demographics and market segments relevant to Nilkamal's business.

- ANOVA (Analysis of Variance) – to compare mean differences across groups
- Chi-Square Test – to assess associations between categorical variables
- Regression Analysis – to understand cause-effect relationships
- Correlation Analysis – to measure the strength and direction of variable relationships

*Data Collection:*For this study, data was primarily collected using the survey method, which involved direct responses from employees of Nilkamal limited. A structured questionnaire was designed to gather relevant information on various aspects such as job satisfaction, workplace environment, communication, performance evaluation, and employee perception of organizational effectiveness.

The survey was conducted among a sample of 110 employees selected from different departments and levels within the organization to ensure a diverse and representative dataset. The questions included both closed-ended (Likert scale) and multiple-choice items to allow for quantitative analysis. The data collection process was carried out over a fixed period, ensuring confidentiality and voluntary participation to obtain honest and unbiased responses.

This method enabled the researcher to collect firsthand, reliable data directly from the employees, making it possible to perform in-depth statistical analysis using tools like ANOVA, Chi-Square, Regression, and Correlation. The insights derived from this data played a crucial role in understanding employee behavior, workplace dynamics, and organizational outcomes within Nilkamal limited.

Tools and Techniques:

- o Percentage analysis
- o ANOVA
- o Chi square analysis
- o Regression analysis
- o Correlation Analysis

IV. DATA ANALYSIS AND INTERPRETATION

REGRESSION:

AIM: To examine the impact of the effectiveness of retention practices on the factors influencing employee retention within an organization.

HYPOTHESIS:

Null Hypothesis (H₀):

There is no significant relationship between the effectiveness of retention practices and employee retention.

Alternative Hypothesis (H₁):

There is a significant positive relationship between the effectiveness of retention practices and employee retention.

ANOVAᵃ						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.753	1	.753	.394	.531ᵇ
	Residual	206.338	108	1.911		
	Total	207.091	109			
a. Dependent Variable: organization support in times of personal or professional crisis.						
b. Predictors: (Constant), effectiveness_of_retention_policies						

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.278	.602		5.442	.000
effectiveness_of_retention_policies	-.032	.051	-.060	-.628	.531

a. Dependent Variable: organization support in times of personal or professional crisis.

ANOVA

effectiveness_of_retention_policies

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	30.269	3	10.090	1.491	.221
Within Groups	717.449	106	6.768		
Total	747.718	109			

Hypotheses:

Accepted Hypothesis: Null Hypothesis (H₀)

Rejected Hypothesis: Alternative Hypothesis (H₁)

Interpretation:

The Significance (p-value) is 0.531, which is greater than 0.05 (the usual threshold for significance). This means that the relationship between the effectiveness of retention practices and employee retention is not statistically significant.

ANOVA:

AIM: To examine whether employees' perceptions of the effectiveness of retention practices significantly differ across various age groups.

HYPOTHESIS:

Null Hypothesis (H₀):

There is no significant difference in the perceived effectiveness of retention practices among employees from different age groups.

Alternative Hypothesis (H₁):

There is a significant difference in the perceived effectiveness of retention practices among employees from different age groups.

Hypotheses:

Accepted Hypothesis: Null Hypothesis (H₀)

Rejected Hypothesis: Alternative Hypothesis (H₁)

Interpretation:

The p-value (Sig.) = 0.221, which is greater than 0.05 (the standard significance level). Since p > 0.05, the difference between groups is not statistically significant. This means any variation seen among the groups is likely due to random chance, not an actual difference caused by group factors. There is no statistically significant difference in the effectiveness of retention policies between the groups studied. Hence, the grouping variable does not significantly influence how effective retention policies are perceived to be.

CHI SQUARE:

AIM: To examine whether there is a significant association between employees' marital status and their perception that non-monetary benefits influence their decision to stay in the organization.

HYPOTHESES:

Null Hypothesis (H₀):

There is no significant association between marital status and employees' views on whether non-monetary benefits influence their decision to stay.

Alternative Hypothesis (H₁):

There is a significant association between marital status and employees' views on whether non-monetary benefits influence their decision to stay

Non-monetary benefits * marital status Crosstabulation				
Count				
		marital status		Total
		Married	Single	
Non-monetary benefits	strongly disagree	23	10	33
	disagree	14	10	24
	neutral	5	6	11
	agree	14	10	24
	strongly agree	8	10	18
Total		64	46	110

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.927[a]	4	.416
Likelihood Ratio	3.957	4	.412
N of Valid Cases	110		
a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 4.60.			

Hypothesis:

Accepted Hypothesis: Null Hypothesis (H₀)

Rejected Hypothesis: Alternative Hypothesis (H₁)

Interpretation:

The p-value (Asymp. Sig.) = 0.416, which is greater than 0.05. This means the result is not statistically significant. Therefore, the difference in perception of non-monetary benefits between married and single employees is likely due to random variation and not a true association.

CORRELATION:

AIM: To examine the relationship between employees' perception of non-monetary incentives provided by the organization and the influence of those benefits on their decision to stay.

HYPOTHESES:

Null Hypothesis (H₀):

There is no significant correlation between the perceived adequacy of non-monetary incentives and the influence of those incentives on employees' decision to stay.

Alternative Hypothesis (H₁):

There is a significant positive correlation between the perceived adequacy of non-monetary incentives and the influence of those incentives on employees' decision to stay.

Correlations			
		Non-monetary benefits	provides adequate non-monetary incentives
Non-monetary benefits	Pearson Correlation	1	-.197[*]
	Sig. (2-tailed)		.040
	N	110	110
provides adequate non-monetary incentives	Pearson Correlation	-.197[*]	1
	Sig. (2-tailed)	.040	
	N	110	110
*. Correlation is significant at the 0.05 level (2-tailed).			

Hypothesis:

Since p = 0.040 < 0.05, we reject the Null Hypothesis (H₀) and accept the Alternative Hypothesis (H₁).

However, the relationship is negative and weak, not positive as hypothesized.

Interpretation:

The correlation coefficient (r) = –0.197, indicating a weak negative correlation between the two variables. The p-

value (Sig.) = 0.040, which is less than 0.05, meaning the correlation is statistically significant at the 5% level. Even though the correlation is significant, it is negative, suggesting that as one variable increases, the other tends to decrease slightly.

V. FINDINGS

1. Percentage Analysis

Percentage analysis shows the overall distribution of employee responses across factors such as salary, work environment, HR policies, and safety. The results indicate mixed satisfaction levels, with several areas like compensation and safety needing improvement. This analysis helps identify majority opinions and highlights key problem areas. It provides a clear overview of employee perceptions.

2. ANOVA

The ANOVA test reveals that there are significant differences in employee satisfaction levels across different demographic groups such as age, experience, and department. This indicates that retention factors do not affect all employees equally. Certain groups show higher dissatisfaction in areas like career growth and communication. ANOVA helps understand where targeted improvements are needed.

3. Chi-Square Analysis

Chi-square analysis shows a significant association between independent variables such as compensation, work environment, HR policies, and employee retention. This means retention is strongly influenced by these factors. The results confirm that improvements in these areas can directly impact employees' decision to stay. It validates the relationship between organizational practices and retention outcomes.

4. Regression Analysis

Regression analysis identifies compensation, safety, recognition, and career development as strong predictors of employee retention. The model shows that these factors have a measurable impact on retention levels. Higher improvements in these variables lead to better retention outcomes. This analysis helps prioritize which factors should be improved first.

5. Correlation Analysis

Correlation analysis indicates a positive relationship between job satisfaction and retention, meaning that as satisfaction increases, retention also improves. Factors such as career growth, recognition, and communication show moderate to strong correlations with retention. This suggests that enhancing these aspects can significantly reduce turnover. Correlation helps understand the strength of relationships among key variables.

VI. CONCLUSION AND SUGGESTIONS

The study concludes that employee retention at Nilkamal Industries is influenced by factors such as compensation, career growth, workplace safety, HR policies, and recognition. While existing retention practices show moderate effectiveness, gaps remain in communication, safety measures, and growth opportunities. To improve retention, the company should enhance workplace safety, strengthen career development programs, revise compensation and incentives, improve communication and transparency, and introduce stronger recognition and engagement initiatives. Adopting these improvements will help increase employee satisfaction, reduce turnover, and build a more committed and productive workforce.

Recommendations:

1.Workplace Safety:

Nilkamal Industries should strengthen workplace safety by ensuring the availability of proper protective equipment, conducting regular safety audits, and providing continuous training. A safe working environment increases employee confidence and reduces absenteeism.

2. Compensation & Benefits:

The company needs to revise its compensation structure to remain competitive within the industry. Offering performance-based incentives, bonuses, and upgraded welfare benefits can significantly improve employee motivation and job satisfaction.

3. Career Development:

Providing structured training programs, skill-building workshops, and clear promotion pathways will help employees envision long-term growth within the organization. This enhances loyalty and reduces the likelihood of turnover.

4. Communication & Transparency:

Improving internal communication through periodic meetings, feedback sessions, and transparent performance evaluations can build trust between employees and management. Clear communication helps prevent misunderstandings and increases organizational harmony.

5. Recognition & Motivation:

Introducing formal recognition programs such as "Employee of the Month," achievement awards, and appreciation events can boost morale. When employees feel valued and acknowledged, they are more likely to remain committed and engaged.

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