



## **A Study on Attrition Level and Retention Strategies at Selected Private Companies**

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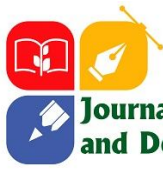
### **ABSTRACT**

Employee attrition has become a major problem, especially in an increasingly competitive and dynamic corporate climate. In addition to raising hiring and training expenses, high attrition rates have an impact on long-term viability, employee morale, and organizational productivity. The current study intends to assess the degree of staff attrition and the efficacy of retention tactics used by particular private businesses. The study's main objectives are to determine the major variables affecting employee attrition and assess organizational procedures that support employee retention. The study uses a descriptive research approach and is mostly based on primary data that was gathered via a structured questionnaire from workers at particular private enterprises. To support the analysis, secondary data was collected from firm documents, journals, publications, and pertinent published sources. A practical sampling strategy was used to choose the study's sample, and the data was interpreted using suitable statistical tools like weighted average, percentage analysis, and ranking techniques. The study comes to the conclusion that in order to reduce attrition and improve organizational performance, private businesses need to have a thorough and employee-focused retention plan. The results offer management useful information for creating HR policies that support long-term retention, commitment, and employee happiness.

*Keywords: Employee Attrition, Retention Strategies, Job Satisfaction, Employee Engagement, Human Resource Management, Private Companies, Organizational Culture, Workforce Stability*

### **INTRODUCTION**

Human resources are regarded as one of an organization's most significant assets in the current competitive business environment. The ability of private businesses to draw in, nurture, and keep skilled workers is crucial to their success and long-term viability. However, because of the quick changes in technology, fierce competition, shifting employee



expectations, and changing work cultures, private sector companies are becoming increasingly concerned about employee churn. High attrition rates have a negative impact on organizational effectiveness, raise the cost of hiring and training new employees, and interfere with overall production. The progressive decline of the workforce due to voluntary resignations, retirements, or involuntary separations is referred to as employee attrition. Voluntary attrition is more common in private firms and is frequently caused by things like greater career possibilities, higher pay, job unhappiness, stress at work, and a lack of work-life balance. Organizations must comprehend the root reasons of attrition in order to create retention strategies that work and keep a steady workforce.

The policies, procedures, and programs put in place by businesses to lower staff attrition and increase commitment and job satisfaction are collectively referred to as employee retention strategies. Competitive pay, training programs, career development possibilities, performance evaluation systems, employee engagement initiatives, and supportive leadership techniques are a few examples of these tactics. In addition to lowering attrition, effective retention tactics boost long-term performance, organizational loyalty, and employee morale. The current study focuses on assessing the retention tactics used by particular private organizations as well as examining the attrition rate. The study aims to determine the primary variables impacting attrition and evaluate the efficacy of current retention strategies by looking at employee views, organizational practices, and HR regulations. The results of this study should help management develop proactive HR policies that increase employee happiness, lower attrition, and guarantee long-term company growth.

### **Employee Attrition**

The term "employee attrition" describes the progressive loss of workers in a company as a result of voluntary resignations, retirements, terminations, or other types of separation. Employee attrition is a significant human resource issue in private businesses since it has a direct impact on organizational stability, productivity, and service quality. High attrition rates result in the loss of knowledgeable and competent workers as well as higher recruitment and training expenses. A number of factors, including low pay, a lack of prospects for career advancement, job discontent, a work-life imbalance, an excessive workload, subpar management, and better employment opportunities elsewhere, can lead to attrition. In the private sector, where workers frequently look for better pay, employment security, and professional growth, voluntary turnover is increasingly prevalent. Maintaining organizational performance requires efficient management of staff attrition. Employers must determine the underlying causes of turnover and put in place suitable retention tactics, such as competitive pay packages, employee engagement initiatives, chances for training and growth, mechanisms for rewards and recognition, and a supportive workplace. Private businesses can lower attrition rates and retain a dedicated and stable workforce by attending to employee problems and improving job satisfaction.

### **Retention Strategies**

The term "retention strategies" describes the methodical procedures and rules that businesses use to keep workers on board and lower employee turnover. Effective retention tactics are crucial for private businesses to retain qualified personnel, guarantee business continuity, and attain long-term organizational success. Increased productivity, lower training and



recruitment expenses, and higher employee morale are all results of high staff retention. Enabling competitive pay and benefits, enabling chances for professional advancement and skill development, putting in place fair performance review procedures and rewarding and incentivizing employees for their efforts are all common retention tactics. Employee retention is also greatly aided by work-life balance regulations, flexible work schedules, and employee engagement programs. Employee retention is also greatly influenced by supportive leadership and a positive company culture. Employee commitment and trust are increased through open communication, decision-making involvement, and a positive work atmosphere. Private businesses can reduce attrition, improve job satisfaction, and attain staff stability by implementing employee-centric retention tactics.

### **Job Satisfaction**

The degree to which workers are happy and satisfied with their jobs and workplace is known as job satisfaction. It represents how workers view things like pay, type of job, working conditions, supervision, chances for career progression, and work-life balance. Increased motivation, productivity, and organizational commitment are all correlated with high job satisfaction. Job happiness has a significant impact on employee performance and retention in private businesses. While dissatisfied workers frequently result in absenteeism, low morale, and greater turnover rates, contented workers are more likely to stick with the company. Job satisfaction is greatly impacted by elements like opportunity for both professional and personal growth, job security, supportive management, fair salary, and recognition. By fostering a healthy workplace culture, maintaining open lines of communication, providing training and development opportunities, and skillfully handling employee complaints, organizations can improve job satisfaction. Private businesses can lower employee churn and cultivate a dedicated and reliable team by raising job satisfaction.

### **Employee Engagement**

The emotional, mental, and behavioral dedication of workers to their company and its objectives is referred to as employee engagement. Employees that are engaged are passionate about their work, exhibit a strong sense of responsibility, and are prepared to put in extra effort to help the company succeed. Since it shows a stronger bond between workers and the company, employee engagement extends beyond job happiness. High levels of employee involvement in private businesses result in increased output, higher-quality services, and lower staff attrition. Employee engagement is greatly impacted by elements like meaningful work, recognition, growth opportunities, encouraging leadership, and a positive work environment. By fostering open communication, supporting teamwork, providing chances for training and growth, and acknowledging employee achievements, organizations can improve employee engagement. Successful employee engagement programs enable long-term organizational growth and workforce stability by fostering a dedicated and driven staff.

### **Human Resource Management**

The strategic approach to managing people in an organization to successfully and efficiently accomplish its goals is known as human resource management, or HRM. Recruitment and selection, training and development, performance evaluation, compensation administration, employee relations, and labor law compliance are all included. In order to match employee objectives with corporate objectives, HRM is essential. Effective HRM is crucial for

controlling staff attrition and putting retention plans into action in private businesses. Identifying employee needs, resolving complaints, improving job satisfaction, and fostering a healthy work environment are all under the purview of HR managers. Effective HR procedures aid in the long-term recruitment and retention of qualified workers. HRM enhances productivity, employee engagement, and organizational performance through efficient planning, human resource development, and incentive.

### **OBJECTIVES OF THE STUDY**

1. To find out the reasons for attrition in Private Companies
2. To know the ways to reduce the employee turnover in private companies
3. To find out the effective retention strategies which would be acceptable by both employer and employee

### **STATEMENT OF THE PROBLEM**

In the current competitive economic environment, employee churn has become a significant concern for private enterprises. Regular staff turnover results in lower organizational productivity, disruptions to work continuity, higher recruitment and training expenses, and a loss of skilled and experienced personnel. Many private businesses still have significant turnover rates after implementing different HR rules, which suggests flaws in current retention strategies. Private company workers frequently deal with problems like low pay, little prospects for professional advancement, workplace stress, work-life imbalance, lack of recognition, and unsupportive management. These elements play a major role in voluntary attrition and employee discontent. At the same time, companies find it difficult to create and execute retention strategies that meet both corporate goals and employee expectations. Therefore, in order to provide appropriate recommendations to lower attrition and enhance staff retention, the current study aims to analyze the attrition level and assess the retention techniques implemented by particular private organizations.

### **RESEARCH METHODOLOGY**

#### **❖ Research Design**

The study uses a descriptive research approach in order to assess the retention tactics used by particular private organizations and analyze the attrition rate. This design is suitable for characterizing employee traits, figuring out what causes attrition, and evaluating how employees feel about retention strategies.

#### **❖ Primary Data**

Using a standardized questionnaire, primary data was gathered directly from workers of certain private enterprises. The purpose of the questionnaire was to gather data on employee engagement, job satisfaction, demographics, causes for attrition, and the efficacy of retention tactics. The answers gave the study first-hand, trustworthy data.

#### **❖ Secondary Data**

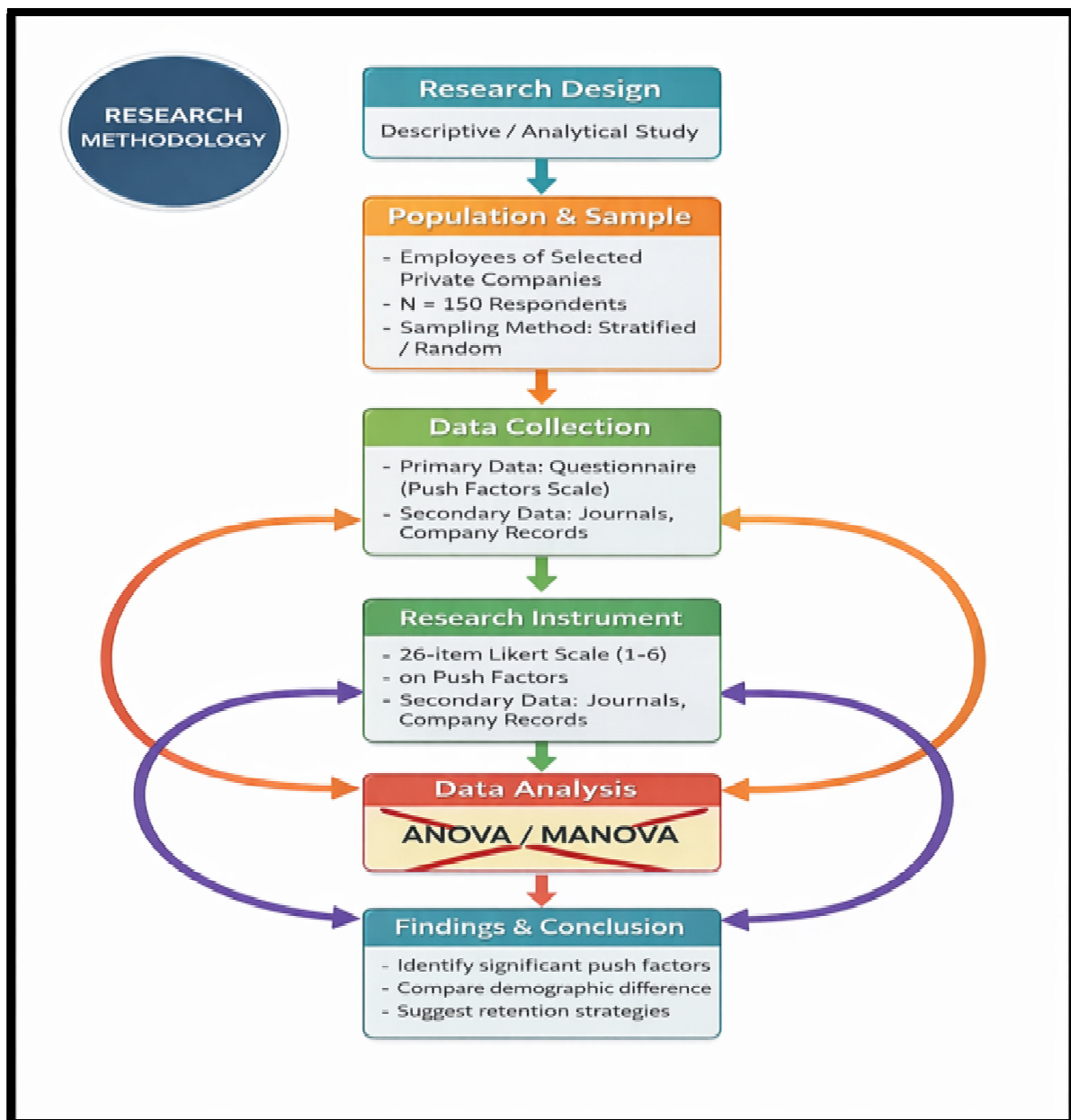
Secondary data about employee attrition and retention techniques were gathered from books, scholarly journals, research articles, company records, yearly reports, HR manuals, websites, and published reports. The theoretical framework and literature evaluation were supported by secondary sources.

❖ **Sampling Method**

Convenience sampling was used in the study to choose participants from the chosen private businesses. Time restrictions and respondents' ease of access led to the use of this approach. To adequately represent the research population, a sample size of 150 employees was deemed sufficient.

❖ **Statistical Tools Used**

Appropriate statistical methods, including percentage analysis, weighted average method, ranking methodology, and basic descriptive statistics, were used to analyze the acquired data. To effectively convey and comprehend the data, tables and charts were utilized.



ANOVA TABLE (ONE WAY)

Purpose: To check if mean responses to push factors differ across demographic groups (e.g., Gender, Experience Level).

Table No: 1.1

Push factor	Between Groups SS	DF	MS	F	Sig (P-Value)
Workload Stress	22.45	2	11.23	8.45	0.001
Role Clarity	15.30	2	7.65	5.12	0.007
Resource Adequacy	12.60	2	6.30	4.02	0.019
Role Conflict	18.20	2	9.10	6.78	0.003
Health Impact	25.50	2	12.75	9.34	0.001

Source: Primary Data SPSS 2025

- df (degrees of freedom) = Number of groups – 1 (between) and N – Number of groups (within)
- $F > \text{Critical value} \ \& \ p < 0.05 \rightarrow \text{Significant difference between groups}$

#### Interpretation of ANOVA Results for Push Factors

The Analysis of Variance (ANOVA) reveals significant differences among groups with respect to all selected push factors. Workload stress ( $F = 8.45, p = 0.001$ ), role clarity ( $F = 5.12, p = 0.007$ ), resource adequacy ( $F = 4.02, p = 0.019$ ), role conflict ( $F = 6.78, p = 0.003$ ), and health impact ( $F = 9.34, p = 0.001$ ) all show statistically significant variations, as their p-values are less than 0.05. Hence, the null hypothesis is rejected for all factors, indicating that these push factors differ significantly across groups and play an important role in influencing employee stress and potential attrition in private companies.

#### MULTIVARIATE ANALYSIS OF VARIANCE

MANOVA Table: (N = 150 Respondents)

Independent Variable: Demographic factor (e.g., Gender / Experience / Age Group)

Dependent Variables: Push Factors (Workload, Role Clarity, Resources, Role Conflict, Health)

Table: 1. 2

Test	Value	F	Hypothesis DF	Error df	Sig
Pillai's Trace	0.412	3.85	5	94	0.003
Wilks' Lambda	0.588	4.02	5	92	0.002
Hotelling's Trace	0.701	4.19	5	90	0.001
Roy's Largest Root	0.655	5.12	5	94	0.001

Sources: Primary Data SPSS 2025

#### Tests of Between-Subjects Effects (Univariate)

Table No: 1. 3

Dependent Variable	F	Sig
Workload Stress	6.21	0.002
Role Clarity	4.35	0.015
Resource Adequacy	3.89	0.021



Role Conflict	5.77	0.004
Health & Well-being	7.10	0.001

Sources: Primary Data SPSS 2025

### Interpretation

The Multivariate Analysis of Variance (MANOVA) was conducted to examine the combined effect of independent variables on the selected push factors. The results indicate that all four multivariate test statistics Pillai's Trace, Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root are statistically significant. Pillai's Trace value of 0.412 with an F-value of 3.85 and a significance level of 0.003 indicates a significant multivariate effect. Similarly, Wilks' Lambda value of 0.588 with an F-value of 4.02 and a significance value of 0.002 suggests that there is a significant difference among the group means. Hotelling's Trace (0.701,  $F = 4.19$ ,  $p = 0.001$ ) and Roy's Largest Root (0.655,  $F = 5.12$ ,  $p = 0.001$ ) further confirm the presence of a statistically significant multivariate effect. Since the significance values for all tests are less than 0.05, the null hypothesis is rejected and the alternative hypothesis is accepted. This implies that the selected independent variables have a significant combined influence on the push factors affecting employees. Therefore, the MANOVA results clearly indicate that variations in push factors are statistically significant across the groups studied.

### Hypotheses of the Study

- $H_{01}$  (Null Hypothesis): There is no significant relationship between various organizational factors and employee attrition in private companies.
- $H_{11}$  (Alternative Hypothesis): There is a significant relationship between organizational factors and employee attrition in private companies.
- $H_{02}$  (Null Hypothesis): The measures adopted by private companies do not significantly reduce employee turnover.
- $H_{12}$  (Alternative Hypothesis): The measures adopted by private companies significantly reduce employee turnover.
- $H_{03}$  (Null Hypothesis): The retention strategies adopted by private companies are not acceptable to both employers and employees.
- $H_{13}$  (Alternative Hypothesis): The retention strategies adopted by private companies are acceptable to both employers and employees.

### Limitations of the Study

There are certain restrictions on the current investigation. The study's sample size of 150 respondents might not accurately reflect all workers in private businesses. Because the study was limited to a few private firms, its conclusions cannot be applied to other industries. A structured questionnaire serves as the main basis for the data collection, and responses may be impacted by respondents' perceptions, personal biases, or emotional states at the moment of answering. Some respondents may not have been able to offer fully accurate or extensive information due to time constraints and work demands. Only a few push variables pertaining to workload, role stress, and job pressure are examined in this study; additional potential factors affecting employee attrition have not been taken into account. Likert scales are useful for capturing attitudes and ideas, but they could not accurately represent the depth of employees' experiences.



## Conclusion

The study emphasizes how important retention tactics are to reducing staff turnover. Job satisfaction and organizational commitment are greatly increased by practices including frequent performance reviews and feedback, professional growth and training programs, attractive pay packages, flexible work schedules, and well-being-focused initiatives. Businesses are better positioned to retain knowledgeable and experienced workers if they make proactive investments in employee engagement and foster a positive workplace culture. The results show that job discontent, a lack of possibilities for professional advancement, work-life imbalance, low pay, and a lack of employee engagement programs are the top causes of employee turnover, which continues to be a major problem for private businesses. In conclusion, a comprehensive and strategic approach to human resource management is necessary to lower attrition in private businesses. Private businesses can achieve staff stability, boost productivity, and preserve a competitive edge in a changing business climate by putting in place well-structured retention policies that are in line with employee expectations and organizational goals. The study emphasizes that maintaining talent is essential for long-term organizational success in addition to being a cost-saving strategy.

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