

Employee Well-Being and Its Influence on Retention Strategies Among the Workers at Manufacturing Industries, Oragadam, Chennai

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Abstract

The employee well being is the backbone of every firm, this study explores how employee wellbeing covering physical, mental, and emotional aspects affects retention strategies. When employees feel valued and supported, they are more likely to stay, contributing to a stable and motivated workforce. By understanding this connection, companies can create a healthier work culture that fosters loyalty, reduces burnout, and ultimately benefits both employees and the organization as a whole. This research also looks into how employee satisfaction, involvement, and long-term commitment are affected by physical, emotional, and mental health. In affecting retention rates, it looks at main factors including work-life balance, organizational support, and workplace culture. Additionally, prior studies focus on traditional job satisfaction, engagement, and commitment but lack insights into the role of AI, digital well-being initiatives, and personalized retention strategies. Addressing these gaps is essential for developing holistic, future-ready retention strategies. Qualitative and quantitative research in this article uncovers good well-being projects supporting retention strategies. The respondents were covered in the Industrial Hub in Chennai i.e., Oragadam from 120 Respondents data has been collected with a structured questionnaire and done the analysis statistical tools like Mann whitney and other tools with the dependent variables and independent variable.

Keywords: Employee well-being, retention strategies, workplace culture, work-life balance, organizational support.

1. Introduction

Particularly in the modern hectic work environment, keeping workers content and active is vital. Many businesses have difficulties with frequent employee turnover, which increases cost of recruitment and interrupts operations. The research investigates how employee well-being encompassing Physical, psychological, and emotional dimensions affect retention approaches. Employees who feel appreciated and supported will help in maintaining a strong and motivated workforce by staying put. individuals and foster a more inclusive society [1][2].

1.1 Need of The Study

- It looks at several well-being elements including job satisfaction, work-life balance, psychological health, and surroundings at work. The study considers how these elements affect employee engagement, output, and long-term retention. The

research is restricted to workers at the Oragadam site from various manufacturing industries.

- It evaluates current retention techniques and their efficiency in solving employee well-being issues.
- Using surveys and interviews, the research gathers information from HR staff and workers towards a complete analysis.
- The results will assist the manufacturing companies in bolstering its well-being initiatives and develop staff retention tactics for sustainable growth.

1.2 Objectives

- To assess the relationship between workplace well-being and employee loyalty.
- To Investigate the role of employee feedback mechanism.
- To study the effects of mental, physical, and

financial well-being on job retention.

- To compare well-being strategies in Manufacturing industries and their effectiveness.
- To examine the role of job security in enhancing employee well-being and its effect on retention strategies within organizations.
- To explore how job performance appraisal influence employee well-being and retention decisions within organizations [3-6].

1.3 Deliverables

Employee wellness elements affecting retention analyzed. Identification of primary problems impinging on staff satisfaction and engagement. Evaluation of current retention methods and how well they help to keep the personnel turnover down. Recommendations for better well-being programs to boost employee retention. Development of a strategic framework that coordinates well-being policies and long-term retention objectives[7].

2. Historical Research

- Guest, D. E. (2017). This study examines the relationship between employee well-being and organizational performance. It argues that improving well-being enhances productivity, commitment, and innovation. The paper highlights how HR practices contribute to employee satisfaction. The research underscores the need for a balance between work demands and personal life.
- Danna, K., & Griffin, R. W. (1999). This review focuses on workplace stress and its impact on employee well-being. It categorizes stressors into physical, psychological, and social aspects. The study provides insights into how organizations can mitigate stress. Effective stress management strategies enhance job satisfaction and retention.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. M. (2003). This research connects employee engagement with well-being and performance. It emphasizes the psychological conditions that drive workplace engagement. The authors suggest that engaged employees are more productive and loyal. The findings advocate for creating a supportive and motivational work environment.
- Gelencsér, M., Szabó-Szentgróti, G., Kőműves, Z. S., & Hollósy-Vadász, G. (2023). This study

explores factors influencing employee well-being and retention among Hungarian workers. It highlights work-life balance, salary satisfaction, and career growth. The findings suggest that well-being policies can reduce turnover. Employers should integrate holistic strategies for employee retention.

- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). This classic work examines organizational commitment and its impact on employee retention. It explains how commitment links to absenteeism and turnover. Employees who identify with company values tend to stay longer. The book suggests strategies to enhance employee loyalty.
- Gifford, R., Steg, L., & Reser, J. P. (2002). This chapter explores the influence of the workplace environment on employee satisfaction. It discusses factors like office design, lighting, and noise levels. The study highlights how a conducive work setting boosts morale and productivity. Employers should consider psychological comfort in office designs.
- Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). This research identifies job satisfaction as a significant predictor of employee retention. The study finds a strong link between satisfaction and organizational commitment. Employees who feel valued and supported are less likely to leave. HR interventions should prioritize employee job contentment.
- Ashraf, T., & Siddiqui, D. A. (2020). The study examines how employee engagement influences retention. It highlights the role of psychological capital, workplace control, and general well-being. Findings suggest engaged employees exhibit higher job satisfaction and loyalty. Organizations should focus on building a supportive culture.
- Krekel, C., Ward, G., & De Neve, J. (2019). This paper explores the link between employee happiness and organizational success. Happier employees tend to be more productive, innovative, and committed. The study argues that well-being initiatives contribute to long-term profitability. Employers should prioritize well-being as a

strategic advantage.

- Towers Watson (2012). This report investigates workplace well-being programs and their role in employee commitment. It finds that organizations with strong well-being initiatives see higher engagement. Employee satisfaction leads to improved retention rates. The study suggests prioritizing mental and physical health in HR strategies.
- Sodha, M., & Goswami, T. (2024). This study investigates how employee well-being affects retention. It highlights key factors such as mental health, job satisfaction, and engagement. Findings suggest that organizations focusing on well-being see lower turnover rates. Further research is needed to explore long-term impacts.
- Gelencsér, M., Szabó-Szentgróti, G., Kőműves, Z. S., & Hollósy-Vadász, G. (2023). This study presents a holistic model of labor retention focusing on workplace well-being. It emphasizes the significance of job security, leadership, and work-life balance. The research suggests integrating well-being strategies into HR policies. Findings indicate a strong correlation between well-being and retention.
- Sonnentag, S., & Fritz, C. (2015). This paper investigates how recovery experiences impact employee well-being. It highlights detachment from work, relaxation, and mastery as crucial recovery aspects. Employees with proper recovery time show better performance and lower stress. Organizations should promote work-life balance initiatives.
- Tims, M., Bakker, A. B., & Derks, D. (2013). This research examines job crafting and its influence on employee well-being. It highlights how employees modify their job roles to enhance satisfaction. Job crafting leads to improved motivation, engagement, and lower burnout. The study advocates for flexible work environments.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). This study explores psychological conditions affecting employee engagement. It finds that meaningful work and workplace safety enhance engagement. Engaged employees demonstrate increased job performance and

commitment. The study emphasizes leadership support in fostering engagement.

2.1 Research Gap

Few researches investigate complete models integrating job design, leadership, and psychological safety in retention therefore. Research stresses more on stress and burnout but is missing forward-thinking programs such as resilience training. Still underexploited is how well-being affects workers at various levels of hierarchy. Little empirical data on how effective employment well-being initiatives reduce turnover exist. There are too little studies on how advances in technology help to improve employee well-being. Further research is required on how hybrid and virtual work systems affect worker satisfaction and tenure [7-10].

3. Research Design

- The analysis uses a descriptive research design to look at how well-being affects employee turnover. Employers' numeric data is gathered using a quantitative research design.
- Observational questionnaire-based cross-sectional research was carried out.
- The research concentrates on examining answers from staff members in manufacturing fields.
- It uses hypothesis testing to assess statistical correlations.

3.1 Data Collection

Structured questionnaires facilitate collection of primary information. Secondary data consists industry publications, scholarly articles, and HR regulations. The surveys of employees reflect their factors for job retention in addition to their experiences of well-being. This study covers the employees who are working in the manufacturing industries located in the major Industrial Hub of Chennai i.e., Oragadam. It is the place where multinational mechanical industries are located. Survey method is used to gather the responses from employees. The questionnaire includes Likert scale-based responses to measure perceptions. Responses are collected both online and through in-person distribution. Confidentiality is maintained to encourage honest feedback. The collected data is processed for statistical analysis[11-15].

3.2 Sampling Design

The study follows a probability sampling method i.e., simple random sampling is adopted in this study. Totally 120 respondents participated in the study. The sample size ensures statistical validity in hypothesis testing. Covers employees from various job roles and experience levels[16-17].

3.3 Hypothesis (Assumptions)

- **H⁰:** There is no identical difference between Gender and the response for their feedback to Top Management.
- **H₁:** There is identical difference between Gender and the response for their feedback to Top Management.
- **H⁰:** There is no association difference between Department and area can be improved the most to improve your job satisfaction and retention.
- **H₁:** There is association difference between Department and area can be improved the most to improve your job satisfaction and retention.
- **H⁰:** There is no statistically difference between shift and How does work-life balance in your industry compare to other industries.
- **H₁:** There is statistically difference between shift and How does work-life balance in your industry compare to other industries.
- **H⁰:** There is no Linear Relationship between company's mental health support impact your decision to stay and industry do you think has the highest work-related stress.
- **H₁:** There is Linear Relationship between company's mental health support impact your decision to stay and industry. Table 7 shows Hypothesis Test Summary.

4. Analysis and Interpretation

Out of 120 respondents it is found that 74 are from Male and 46 from female workers among the manufacturing industries located at Oragadam, an industrial hub, Chennai. The respondents diversified wisely 10, 5, 21, 47, 37 from SSLC, HSC, Diploma, UG and PG respectively. Table 2 shows Significance value.

4.2 Testing of Hypothesis

4.2.1 From the Mann-Whitney U-Test

As the Hypothesis framed that there is no identical difference and difference between Gender and the

response for their feedback to Top Management. Table 1 shows Mean Rank of Gender.

Table 1 Mean Rank of Gender
Independent-Samples Mann-Whitney U Test

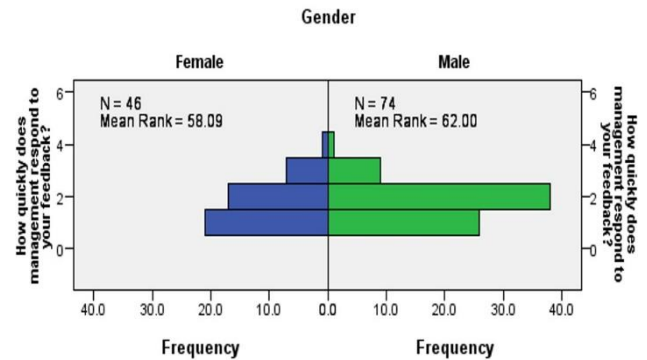


Table 2 Significance value

Total N	120
Mann-Whitney U	1,591.000
Wilcoxon W	2,672.000
Test Statistic	1,591.000
Standard Error	169.933
Standardized Test Statistic	-.653
Asymptotic Sig. (2-sided test)	.514

Table 3 Hypothesis Test Summary

	Null Hypothesis	Test	Sig.	Decision
1	The distribution of How quickly does management respond to your feedback? is the same across categories of Gender.	Independent-Samples Mann-Whitney U Test	.514	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

From the Mann-Whitney U Test, Interpretation: The null hypothesis is accepted since the sig value is >0.05 (i.e., 0.514), hence there is no identical difference and difference between Gender and the response for their feedback to Top Management. Table 3 shows Hypothesis Test Summary.

4.2.2 Kruskal Wallis-F-Test

Table 4 The Mean

Independent-Samples Kruskal-Wallis Test

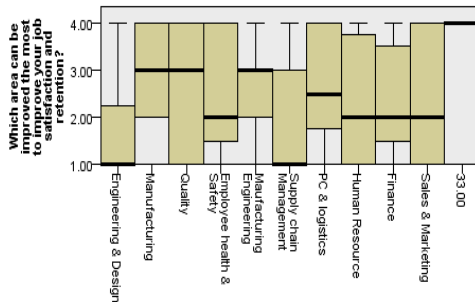


Table 5 Sig Value

Total N	120
Test Statistic	15.560
Degrees of Freedom	10
Asymptotic Sig. (2-sided test)	.113

1. The test statistic is adjusted for ties.
2. Multiple comparisons are not performed because the overall test does not show significant differences across samples.

Table 6 Test Statistics a,b

	Which area can be improved the most to improve your job satisfaction and retention?
Chi-Square	14.388
df	9
Asymp. Sig.	.109
a. Kruskal Wallis Test	
b. Grouping Variable: Department	

Table 7 Hypothesis Test Summary

The distribution of Which area can be improved the most to improve your job satisfaction and retention? is the same across categories of Department.	
Sig.	Decision
.109	Retain the null hypothesis.
Asymptotic significances are displayed. The significance level is .05.	

From the Kruskal Wallis F Test it is inferred that the null hypothesis is accepted since the sig value is >0.05 (i.e., 0.109), Table 6 shows Test Statistics a,b. hence there is no association between Department and area can be improved the most to improve your job satisfaction and retention. Table 4 shows The Mean and Table 5 shows Sig Value.

4.2.3 Kolmogorov Smirnov Analysis

Table 8 Descriptive Statistics

	N	Mean	Std. Dev.	Mini.	Maxi.
Shift	120	1.4417	.74242	1.00	3.00
How does work-life balance in your industry compare to other industries?	120	1.7167	.68824	1.00	3.00

Table 9 Hypothesis Test Summary

One-Sample Kolmogorov-Smirnov Test			
		Shift	How does work-life balance in your industry compare to other industries?
N		120	120
Normal Parameters ^{a,b}	Mean	1.4417	1.7167
	Std. Deviation	.74242	.68824
Most Extreme Differences	Absolute	.432	.268
	Positive	.432	.268
	Negative	-.276	-.243
Kolmogorov-Smirnov Z		4.736	2.934
Asymp. Sig. (2-tailed)		.000	.000
a. Test distribution is Normal.			
b. Calculated from data.			

It is inferred from the K-S test, The sig.value (p=0.000), which is less than $p < 0.05$., So, we reject the null hypothesis. Table 8 shows Descriptive Statistics. Hence there was statistically significance

4.2.4 Correlation Analysis

difference in shift and how does work-life balance in your industry compare to other industries. Table 9 shows Hypothesis Test Summary.

Table 10 Descriptive Statistics

Descriptive Statistics						
		Statistic	Bootstrap ^a			
			Bias	Std. Error	95% Confidence Interval	
					Lower	Upper
Variable 1	Mean	1.8167	-.0009	.0793	1.6585	1.9833
	Std. Deviation	.86950	-.00669	.05189	.76032	.96955
	N	120	0	0	120	120
Variable 2	Mean	2.5000	-.0032	.1050	2.3000	2.7000
	Std. Deviation	1.18108	-.00867	.05659	1.05641	1.28531
	N	120	0	0	120	120

a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples

Table 11 Correlation Test

					Variable 1	Variable 2
Variable 1	Pearson Correlation				1	.131
	Sig. (2-tailed)					.154
	N				120	120
	Bootstrap ^c	Bias			0	.002
		Std. Error			0	.082
		95% Confidence Interval	Lower		1	-.019
Upper			1	.291		
Variable 2	Pearson Correlation				.131	1
	Sig. (2-tailed)				.154	
	N				120	120
	Bootstrap ^c	Bias			.002	0
		Std. Error			.082	0
		95% Confidence Interval	Lower		-.019	1
			Upper		.291	1
			**. Correlation is significant at the 0.01 level (2-tailed).			
*. Correlation is significant at the 0.05 level (2-tailed).						
c. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples						

Table 10 shows Descriptive Statistics. It can infer that there was a positive correlation with the experience, would you recommend your company as a great place to work and biggest flaw in your company's

performance appraisal system which was statistically significant relationship ($r=0.1317$., $n=100$, $p=0.154$. Table 11 shows Correlation Test.

4.2.5 Regression Analysis

Table 12 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square	F Change	df1	df2	Sig. F Change	
1	.259 ^a	.067	.059	1.07922	.067	8.490	1	118	.004	1.912
a. Predictors: (Constant), Which industry do you think has the highest work-related stress?										
b. Dependent Variable: Does your company's mental health support impact your decision to stay?										

Table 13 Model Summary

Bootstrap for Model Summary					
Model	Durbin-Watson	Bootstrap ^a			
		Bias	Std. Error	95% Confidence Interval	
				Lower	Upper
1	1.912	-.680	.162	.950	1.579
a. Unless otherwise noted, bootstrap results are based on 1000 bootstrap samples					

Table 14 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.490	.255		5.846	.000
	Which industry do you think has the highest work-related stress?	.276	.095	.259	2.914	.004
a. Dependent Variable: Department						

Table 15 Coefficients^a

Model		B	Bootstrap ^a			
			Bias	Std. Error	Sig. (2-tailed)	95% Confidence Interval
						Lower Upper
1	(Constant)	1.490	.000	.244	.001	.975 1.972
	Which industry do you think has the highest work-related stress?	.276	.002	.103	.009	.085 .489

From the Table 14 provides the R & R² Values. The Value R represents the Simple correlation and is 0.067(the “R” column), which indicates a low degree of correlation. The R² Value (the “R square column) indicates how much of the total variation in the dependent variable. In this case, 1% can be explained, which is very low. Table 15 indicates that the regression model predicts the variable significantly well. Here, $p < 0.05$, $\text{sig} = 0.000$, and indicates that, overall, the regression model statistically significantly predicts the outcome variable. To present the regression equation as: Decision ended up in Maintaining (y) = (1.490+0.276) with the industry which has the highest work-related stress.

5. Results and Discussion

Since many respondents suffer intermittent stress and suggest that maintaining mental well-being is a key element of job satisfaction and retention, boost awareness of targeted support initiatives to complement stress management activities and mental well-being. Since a large part of staff believe sparse feedback is a good flaw and lack of recognition affects their choice to depart, improving the performance appraisal system entails addressing delays and giving timely, constructive input. As recommended by participants looking for better company well-being policies, support bespoke programs and increase resource allocation to promote a more individualized approach to employee well-being. Table 12 shows Model Summary. Particularly since many workers see changing jobs for better well-being and value balance as a main retention factor, improving work-life balance would help flexible scheduling or hybrid possibilities. Encourage regular and transparent communication lines between employees and management, visible action upon feedback, in order to establish trust and show that staff opinions are listened and appreciated. Table 13 shows Model Summary. Since employees believe these elements are vital for job stability and general well-being, provide more chances for professional growth and development. Particularly since lack of acknowledgement in evaluations is a driving element for considering job changes, keep company achievements front and center to improve employee morale and retention.

Conclusion

The workforce is mostly young, male, and fairly inexperienced, hence development- and engagement-oriented approaches are needed. While most workers feel respected and appreciated, there is a clear need for more support to maintain mental well-being and better work-life balance. Most acknowledge that a good workplace increases engagement, therefore supporting workplace culture is seen to be rather important. Feedback loops exist, but their responsiveness and timeliness should be better to raise staff happiness. Although performance appraisals that come late and lack of acknowledgment impact retention, employment stability is usually seen as strong. Many workers are willing to depart for improved wellness, stressing the importance of giving employee well-being and work-life programs top priority. Strong job satisfaction and long-term retention come from customized well-being initiatives and increased chances for career advancement.

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