

## **Supervisor Support- Retention Impact Over Different Category Of Employees In Ceramic Manufacturing Industries In India**

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### **Abstract**

Manufacturing industries, irrespective of their size felt the importance of retention of employees as they are the much needed sources for their production. The existing and anticipated upward swing of attrition rate worldwide including India also added the importance of retention. From reviews, satisfaction of employees is an important issue for turnover, the management is concentrating in non-financial factors due to its lesser implementation costs, which improves satisfaction and effecting retention. This paper analysis the impact of non-monetary retention factor, supervisor support over different category of employees (differs by age groups, salary and educational qualifications) working in ceramic manufacturing industries in India. Staffs of ceramic manufacturing industries in India were chosen for this study. Out Of 550 well designed questionnaire distributed to the respondents, 416 were fully completed and used for the analysis. Anova and Duncan multiple range tests were the statistical tools used for analyzing the data collected and to test the hypothesis. The analysis concluded that there exist different levels of retention impact between different groups of ages, different salary groups and different educational qualification with supervisor support. The study also revealed that maximum level of retention impact is exerted over employees of above 45 years of age groups drawing highest salary (above 40000) and possessing professional qualifications. Further supervisor support's impact is at the lower level over employees of below 25 years age, drawing salary 20000-30000 and possessing minimum educational qualifications. Based on the findings, suggestions for the manufacturing industries were also incorporated in this article.

**Key words:** employee retention, supervisor support, different age groups, different salary groups, educational qualification, retention impact.

## **1.Introduction**

Employee's role is most vital in all manufacturing industries and survival and development depends on retaining them to compete successfully in the business. Attrition of employees is a worldwide problem and India too is affected by the highest attrition rate (26%) (Hay group news 2013), and one of the characteristics of knowledge workers is their high level of mobility (Sutherland Jordaan, 2004) .Further as indicated by Ramlall,(2003),the direct and indirect costs involved in losing a critical employee ranges from minimum of one year's pay and benefits to a maximum of two years pay benefits. Hence there exists economic benefit also in retention. Survey on manufacturing industries predicted strong growth (over 10%) in ceramic sector in April-June 2014 -15(FICCI 2014) and requirement of work force also increased considerably. There is thus a need to understand what the factors are that underpin the retention of cognitions of knowledge workers (Sutherland &Jordaan ,2004).

There exists no one formula that can prevent turnover and it is needful to evaluate suitable retention strategies giving importance to the critical factors influencing retention of employees (Nwokocha,2012).The researches done by Boxall, (2003) and Yiu & Saner (2014) concluded that, apart from pay and compensation packages non monetary factors also exerts considerable retention influence. Due to the lesser financial burden, companies prefer non financial factors to retain their employees.

Among many non financial factors predicted by previous researchers, this paper focuses its attention on supervisor support which is a non-monetary factor. This article explores its impact over different category of employees who differ by age groups, salary and educational qualification in ceramic manufacturing industries, the sector which is a less attended one.

## **2.Literature review**

### **2.1 Employee retention**

Employee retention refers to the technique employed by the management to help employees to stay with the organization for a longer period of time and become a major concern for corporate in the current scenario (Ragupathi, 2013).Today organizations largely depend on products and services, this had created a dependence on workforce with specified knowledge and skill (Seema sanghi. 2012).Voluntary turnover would continue because there are alternative jobs in the economy due to rapid economic growth taking place (Bawa 2005).An inter dependent, diverse work environment is a necessary component of a successful organization and organization need to learn how to cope with diversity so they can maximum employee retention (Panoch 2001).For any organization to survive in today's ever increasing competition where employees poaching is on the rise, it is very important to retain their best

employees and keep them committed towards their organization (Mehta et.al 2014)

### **1.2 Supervisor support and retention**

Supervisor's role is becoming very critical for organizations. Supervisors are influential in directing a clear career vision to employees thus enhancing dependence on organizational career management. The Encouragement of a more interactive and coaching approach via supervisors would facilitate the development of trust and confidence from employees and they will be more willing to strive for organization goals in return. (Tan 2008).Supervisor support plays a crucial role in increasing the enthusiasm among employees which leads to job satisfaction and employee retention Hassan et.al 2013).Supportive and competent supervisor positively associated with job retention.(Smith,D,2005).The researchers Ng'eno Williter Chepkemoi Rop, Mike Iravo Amuhaya, Hristopher Kanali & Ronald Chepkilot,(2014) predicted that employee's work appreciation, freedom to make job related decisions, mentorship and career development granted by the supervisor had a high and positive significance with supervisor's influence on employee's to continue in the firm, and hence supervisor-employee relationship is an important attribute that significantly affects retention. The quality of relationship between supervisor and employees is an important factor in retaining individuals (Boxall et.al2003).

Organizations feel that the supervisors are the sources of general assistance in the efforts to retain their critical employees (Ramlall, 2003).The research by Gentry et.al (2007) on blue collar part time workers in USA revealed that "perceived supervisor support levels were related to retention rates" and this clearly shows that supervisor support is an important predictor of retention. Employees who perceived high support expressed stronger feelings of affiliation and loyalty to the organization. As perceived support related to supervisors evaluations, the relationship with supervisor plays an important role in employee's decision of stay in the organization (Eisenberger et.al 1990).Supervisor support acts as a predominant factor having significance over employee retention(umamaheswari,2014).If bosses are supportive, encouraging and let employees to learn from mistakes, more the employees feel sense of pride in their jobs and supervisors or the managers of the organization play a vital role in employee retention (Fatima 2011).

Thus from the above literature, it is concluded that supervisor support is a factor for employee retention.

### **3.Objectives of the study**

To find out whether there is difference in retention impact between

1. Different age groups with supervisor support
2. Different salary groups with supervisor support
3. Different education groups with supervisor support

### **4.Hypothesis**

H<sub>1</sub>: There is no significant difference between age groups with supervisor support

H<sub>2</sub>:There is no significant difference between salary groups with supervisor support

H<sub>3</sub>:There is no significant difference between educational qualification with supervisor support

## 5.Method

Staffs of ceramic factories in India were taken as respondents in the study. 550 self administrated questionnaires were distributed to the staff of above factories in India. 416 usable questionnaires were used in the statistical analysis representing a response rate of 75%(approx) from the sample. The selection of respondents was based on the simple random sampling. Respondents were asked to respond the questionnaire on a Likert-scale range from 1-5, 1- strongly disagree, and 5-strongly agree. Statistical package for the social science (SPSS) had been employed for analyzing the data collected.

The Questionnaire for supervisor support consists of 5 items adopted from Andreas Dockel (2003) and Chew (2004) and reliability coefficient for the items comes to 0.785 and concurs with minimum acceptance level of .070(Nunnally,&Bernstein,1994).Employee retention-10 items were used to assess the extent to which these factors influenced their stay in their current working company and they were adopted from researches by Wang (2012) and Njoroge Sophia Wanju (2007).The high level of reliability coefficient  $\alpha=0.902$  provides strong support to the items.

### 5.1 Profile of employees

Respondents were grouped age wise, salary wise and according to their educational qualification. As per age of employees 40%falls under 25-35 years,35% are of 36-45 years and above 40 years percentage is 10% followed by 25 years(8%).As regards to their salary,31% dawning below 20000,and 20000-30000 groups comprises of 29% followed by 30000-40000(24%), minimum of 16% getting above 40,000. Considering educational qualifications, professional degree holders comes to 35%, post graduate holders percentage is 37%,UG 21% and others7%

## 6.Result and discussions

**Table.1: Anova for significant difference between different age groups with supervisor support**

Variable	Group details	Sum Of Square	df	Mean Square	F	Sig
Supervisor support	Between Groups	127.767	3	42.5898	8.806	0.000**
	Within Groups	1992.694	412	4.837		
	Total	2120.462	415			

Note: \*\* denotes significance at 1% level

From Table.1, p value is lesser than 0.01 and hypothesis H<sub>1</sub> is rejected at 1% level of significance and hence concluded that there is significant difference between age groups with supervisor support on employee retention.

**Table.2 :Duncan multiple range test for age groups with supervisor support**

Age Group In Years	N	Subset For alpha = 0.05	
		1	2
Below 25 Years	34	19.56	
25-35	193		21.44
36-45	146		21.53
above 45	43		21.88

Table.2 shows Duncan multiple range test which states that all the respondents of different age groups views differently. Among them highest level of significance is exerted by above 45 years of age groups with supervisor support and least by below 25 years.

**Table.3:Anova for significant difference between salary groups with supervisor support.**

Variable	N	Sum Of Square	df	Mean Square	F	Sig
Supervisor support	Between Groups	194.377	3	64.792	13.859	0.000**
	Within Groups	1926.084	412	4.675		
	Total	2120.462	415			

Note: \*\* denotes significance at 1% level

From Table.3, p value is lesser than 0.01 and hypothesis H<sub>2</sub> is rejected at 1% level of significance and hence concluded that there is significant difference between salary groups with supervisor support on employee retention.

**Table.4 Duncan multiple range test for salary groups with supervisor support**

Variables	N	Subset for alpha = 0.05	
		1	2
20000-30000	120	41.01	
Below 20000	128	41.21	
30000-40000	102	41.75	
above 40000	66		41.45

Table.4 shows Duncan multiple range test which states that all the respondents of different salary groups views differently. Among them employee groups drawing salary above 40,000 per month are having highest level of significance with supervisor support and lowest significance by 20000-30000 salary groups.

**Table.5: Anova for significant difference between educational qualification with supervisor support.**

Variable	N	Sum Of Square	df	Mean Square	F	Sig
Supervisor support	Between Groups	78.853	3	26.284	5.304	0.001**
	Within Groups	2041.609	412	4.955		
	Total	2120.462	415			

Note: \*\* denotes significance at 1% level

From Table.5, p value is lesser than 0.01 and hypothesis  $H_3$  is rejected at 1% level of significance and hence concluded that there exists different level of significance between different educational qualifications possessed by workers with supervisor support on employee retention.

**Table.6: Duncan multiple range test for education qualification with supervisor support**

Educational qualification	N	Subset For alpha = 0.05	
		1	2
Others	29	24.97	
UG	85	25.44	25.44
PG	155	25.57	25.57
Professional	147		26.01

Table.6 shows Duncan multiple range test which states that all the respondents of different educational qualification views differently. Among them professionally qualified employees are exerting significantly higher level of impact with supervisor support and lower level of impact by employees possessing minimum educational qualification.

## 7. Conclusion

The analysis concluded that there exist different levels of retention impact between different groups of ages, different salary groups and employee possessing different educational qualifications with supervisor support. The study also reveals that

maximum level of retention impact is exerted over employees of above 45 years of age groups drawing highest salary (above 40,000%) and possessing professional qualifications. Further supervisor support's impact is in lower level over employees of below 25 years age groups, drawing salary between 20000-30000 and possessing minimum educational qualification.

Hence it is suggested that ceramic manufacturing industries may suitably educate supervisors to be supportive to the employees in general and particularly to the highest age and salary groups and also with those possessing professional qualification without sacrificing company's welfare.

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