

Study on Employee Attrition on Sengunthar Mills Pvt. Ltd.

Dharunkumar D¹ and Mr. A. Prasanth²

Student, Department of Management Sciences (MBA)¹

Assistant Professor, Department, Department of Management Sciences (MBA)²

Hindusthan College of Engineering and Technology, Coimbatore, India

Abstract: *In an ideal scenario, employees would remain loyal to their organizations, motivated by job satisfaction, supportive work environments, fair compensation, and opportunities for personal and professional growth. However, the reality of the modern workforce presents a stark contrast. High attrition rates have emerged as a critical challenge for organizations across sectors, fueled by factors such as better financial prospects, unsatisfactory workplace conditions, interpersonal conflicts, career shifts, and external circumstances like family relocations. In the context of today's globally competitive business environment, attracting and more importantly **retaining key talent** has become essential to achieving sustainable organizational success. Simply offering financial incentives or superficial perks is no longer sufficient. Organizations must adopt **comprehensive, multidimensional strategies** that integrate strong recruitment processes with robust retention practices. In the recent decades the Indian industry has changed its outlook. The employment scene has changed its appearance. The factors like skill sets, job satisfaction drive the employment and not just the money. The employer hence faces the heat of continuous employee turnover. Continuous efforts are made by organization to control the employee turnover rate as it directly affects the performance of the organization as many key people leave the organizations for various reasons at crucial points. This turnover is normally known as Attrition. This paper examines the underlying causes of employee attrition and underscores the need for organizations to proactively manage workforce stability. It outlines the strategic approaches required to create a resilient and committed workforce—one that contributes consistently to business performance and profitability. The study also categorizes the various types of attrition, offering insights into their implications and how they can be effectively addressed.*

Keywords: Employee, Satisfaction, retention

I. INTRODUCTION

This study aims to explore the key factors influencing employee attrition with a focus on demographic and work-related characteristics, the underlying reasons for both voluntary and involuntary turnover, and the impact of working conditions, wages, job satisfaction, and management practices. In the context of a rapidly evolving industrial landscape, retaining skilled employees has become a critical challenge for organizations striving for stability and growth. By identifying the root causes of employee turnover and evaluating workplace dynamics, this research seeks to provide actionable insights and practical recommendations to enhance employee engagement and retention within the industry. The Textile Sector in India ranks next to Agriculture. Textile is one of India's oldest industries and has a formidable presence in the national economy in as much as it contributes to about 14 percent of manufacturing value-addition, accounts for around one-third of our gross export earnings and provides gainful employment to millions of people. It provides direct employment to around 20 million people. The textile industry occupies a unique place in our country. Textile Industry is providing one of the most basic needs of people and the holds importance; maintaining sustained growth for improving quality of life. The Indian textile industry is one of the largest in the world with a massive raw material and textiles manufacturing base. Our economy is largely dependent on the textile manufacturing and trade in addition to other major industries. About 27% of the foreign exchange earnings are on account of export of textiles and



clothing alone. The textiles and clothing sector contributes about 14% to the industrial production and 3% to the gross domestic product of the country. Around 8% of the total excise revenue collection is contributed by the textile industry. So much so, the textile industry accounts for as large as 21% of the total employment generated in the economy. There are 1,227 textile mills with a spinning capacity of about 29 million spindles. While yarn is mostly produced in the mills, fabrics are produced in the power loom and handloom sectors as well. The Indian textile industry continues to be predominantly based on cotton, with about 65% of raw materials consumed being cotton. The yearly output of cotton cloth was about 12.8 billion (about 42 billion. Ft) manufacture of jute products ranks next in importance to cotton weaving. This Industry includes several sub-sectors: spinning, weaving, knitting and garments. It also uses different materials like cotton, jute, and wool, silk, man-made and synthetic fibers. The textile industry has three main sectors: the organized mill sector (traditional weaving and spinning), the power loom sector (mechanized looms) and the handloom sector.

II. REVIEW OF LITERATURE

The literature on employee motivation, satisfaction, and attrition provides a comprehensive understanding of the multifaceted reasons behind employee turnover and offers strategic insights to combat it. Studies have consistently shown that attitudinal factors (Brayfield & Crockett, 2022), recognition and reward systems (Arthur, 2021), and economic motivations (Mano-Negrin & Tzafir, 2012) significantly influence an employee's decision to stay or leave. Poor supervisory relationships and dissatisfaction with compensation are major contributors to attrition (Oldham & Hackman, 2011), while understanding employee expectations is key for HR managers (Hora, 2010). Mathematical models also indicate the role of internal and external factors in turnover (Udechukwu & Mujtaba, 2009), and factors such as job design, organizational support, and social connections affect turnover intentions (Kim & Stoner, 2008). Research in the IT and service industries identifies work-related issues, employer practices, and stress as major push factors, whereas compensation, growth opportunities, and interesting work serve as pull factors (Adhikari, 2007; Ho et al., 2006). Employee involvement in decision-making (Magner et al., 2020), workplace culture, interpersonal relationships, and development opportunities further impact retention (Herman, 2019; Walker, 2015). Studies also highlight the importance of aligning expectations with reality (Sahu & Gupta, 2018), fair HR practices (Abbasi & Hollman, 2016), and organizational culture (Deepa & Stella, 2005). In sectors like education and IT, the abundance of opportunities and commercialization have led to higher attrition (Zahra et al., 2003; Vinit et al., 2002). Overall, the consensus across literature emphasizes that a blend of economic, psychological, organizational, and social factors drives attrition, and that addressing these holistically is crucial for long-term retention.

III. RESEARCH METHODOLOGY

Research methodology is a crucial part of any scientific investigation. It outlines the overall strategy and specific methods employed to identify, select, process, and analyze information about a topic. In this context, research is defined as a "systematic effort to gain new knowledge". It encompasses the stages of defining and redefining problems, formulating hypotheses, collecting and analyzing data, and ultimately arriving at conclusions that either support or refute the initial hypotheses. This study attempts to explore and analyze employee-related issues—particularly focusing on employee attrition, motivation, and satisfaction within an organizational context. The purpose of this chapter is to describe the research design, data sources, sampling methods, tools used for analysis, and the techniques applied to draw meaningful conclusions from the data collected. A research design is the blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings. It serves as a guide for the researcher to collect, measure, and analyze the data efficiently. According to Kerlinger, "A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure." In this study, a Descriptive Research Design has been employed. Descriptive research is concerned with describing the characteristics of a particular individual or group. It helps in providing answers to the questions of who, what, when, where, and how associated with a research problem. This design is particularly useful in the present study to examine employee perspectives, understand causes of attrition, and assess satisfaction levels in a specific organizational setting. The descriptive nature of the study allows for a comprehensive and detailed examination



of patterns and behaviors related to the workforce in Sengunthar Mills Pvt. Ltd., Tiruchengode. Sampling design is the framework or road map that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey. This research uses **non-probability convenience sampling**, a technique where subjects are selected because of their convenient accessibility and proximity to the researcher. This method is chosen due to time constraints, cost-efficiency, and ease of data collection.

Population Size: The total population of employees at Sengunthar Mills, Tiruchengode, is 350.

Sample Size: 150 employees were selected as the sample respondents for this study.

Sampling Unit: The employees of Sengunthar Mills Pvt. Ltd., Tiruchengode, Namakkal district.

Sampling Technique: Non-probability convenience sampling. This method allows the researcher to collect data from individuals who are readily available and willing to participate, thus making the process time-efficient and practical.

Data collection is an essential step in the research process. This study incorporates both **primary and secondary data** to ensure the comprehensiveness and reliability of the results.

Primary Data: The primary data was collected directly from 150 employees of Sengunthar Mills through a structured questionnaire. This firsthand information provides authentic insights into employee attitudes, perceptions, and opinions.

Secondary Data: Secondary data were obtained from various credible sources including books, scholarly journals, company records, and reputable websites. These data sources help contextualize the findings within the existing literature and industry benchmarks.

The fieldwork and data collection for this research were conducted during the IV semester, from **February 1, 2023, to May 31, 2023**. This period was chosen to provide adequate time for data collection, analysis, and interpretation.

The primary tool for data collection in this study was a **structured questionnaire**. This questionnaire was designed to capture data related to employee satisfaction, motivational factors, work environment, and reasons behind employee attrition. Closed-ended questions and multiple-choice options ensured consistency and ease of analysis.

Simple Percentage Method

This method was used to analyze the frequency distribution of responses. It is useful for representing the proportion of respondents who agree or disagree with specific statements. It helps in understanding the general trends and sentiments among employees.

Formula Used:

Simple Percentage = $\frac{\text{Total no. of respondents}}{\text{No. of respondents}} \times 100$

This method simplifies complex data sets and facilitates comparison by converting values into a uniform metric—percentages.

Chi-Square Test

The **Chi-Square Test** is a statistical tool used to test the significance of relationships between categorical variables. It helps determine whether there is a significant association between two nominal (categorical) variables. This test was used to evaluate hypotheses related to employee attrition and its influencing factors.

Formula:

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

O = Observed frequency

E = Expected frequency

N = Total number of observations

The degree of freedom for the test is calculated as:

$$df = (R - 1) \times (C - 1)$$

Where:

R = Number of rows

C = Number of columns

At a 5% level of significance, if the **calculated value** of Chi-square exceeds the **critical table value**, the null hypothesis is rejected, indicating a significant association between the variables tested.



The study is limited to Sengunthar Mills Pvt. Ltd., Tiruchengode, and focuses solely on its employees. Therefore, the results may not be generalized to other companies or industries. Additionally, the use of convenience sampling and self-reported data may introduce bias. However, the depth of the study and the reliability of the tools used provide valuable insights for HR managers and decision-makers.

This research methodology was designed to effectively investigate the patterns, causes, and potential solutions to employee attrition within a real-world industrial context. By integrating quantitative data collection with statistical analysis, this approach provides both descriptive and inferential insights, enabling informed decisions to improve employee retention strategies.

IV. ANALYSIS AND INTERPRETATION

Demographic Insights:

The majority of respondents fall within the 31–40 years age group (29%), with a significant portion being male (60%) and married (53%). Most respondents hold a diploma (25%) and are primarily employed in the production department (65%). A notable number earn between Rs. 10,001 and Rs. 15,000 (31%) and have less than three years of experience (34%). These figures suggest a relatively young, predominantly male workforce with moderate income and low to mid-level experience.

Workplace Satisfaction and Perceptions:

While some areas reflect moderate satisfaction, there is room for improvement in key aspects of the working environment:

Only 30% of respondents expressed satisfaction with their current job position.

About 27% felt their abilities and capabilities were properly utilized, and a similar percentage were satisfied with encouragement and support from management.

Supervisor relationships and feedback are seen positively, with 33% satisfied with supervisor feedback and 28% agreeing that supervisors understand employee demands.

Interpersonal dynamics are relatively positive, as 37% reported satisfaction with subordinate relationships.

Recognition and rewards appear to be moderately effective, with 27% expressing satisfaction with reward systems and 40% agreeing that the organization acknowledges their work.

A significant number (34%) cited leave policies as a motivating factor, indicating the importance of work-life balance.

Statistical Relationships:

No significant relationship was found between qualifications and current job positions, or between department and satisfaction with subordinate relationships.

A **significant relationship** exists between **salary and satisfaction with performance feedback**, highlighting the importance of financial compensation in perceived job value.

No significant differences in satisfaction levels were observed based on gender or marital status, suggesting fairly uniform perceptions across these demographics.

Test for relationship between Satisfied Present Job Position and Educational Qualification

Hypothesis:

H₀: There is no relationship between satisfied present job position and educational qualification.

H₁: There is relationship between satisfied present job position and educational qualification.

Table: Relationship between satisfied present job position and educational qualification.

		Educational Qualification				Total
		Upto HSC	Graduate	Diploma	Post Graduate	
Satisfied Present Job Position	Neutral	0	1	0	0	1
	Satisfied	16	11	7	1	35
	Highly Satisfied	17	23	5	0	45
Total		33	35	12	1	81



Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	5.752 ^a	6	.452

Interpretation:

The Chi-Square test was conducted to examine whether there is a significant association between the educational qualifications of employees and their level of satisfaction with their present job position at Sengunthar Mills.

The variables considered were:

Educational Qualification (Upto HSC, Graduate, Diploma, Post Graduate)

Satisfaction Level (Neutral, Satisfied, Highly Satisfied)

A contingency table was created based on the observed frequencies from 81 respondents.

Since the p-value (0.452) is greater than the significance level of 0.05, we fail to reject the null hypothesis. This means there is no statistically significant relationship between the educational qualification of the respondents and their satisfaction with their present job position. The Chi-Square value of 5.752 with 6 degrees of freedom and a p-value of 0.452 indicates that the differences in job satisfaction levels across different educational qualifications are not statistically significant. In simpler terms, whether an employee is educated up to HSC, holds a diploma, is a graduate, or a postgraduate does not significantly influence how satisfied they are with their current job position. This result suggests that factors other than educational qualification—such as job role, management practices, work environment, interpersonal relationships, and rewards—may play a more important role in shaping employee satisfaction at Sengunthar Mills. The absence of a strong association between education level and job satisfaction implies that employee satisfaction is relatively uniform across different educational backgrounds within the organization. Hence, HR interventions aimed at improving satisfaction may not need to be segmented based on education but rather focused on more universal workplace enhancements.

Test for relationship between age of respondents and income level of employees

Hypothesis:

H₀: There is no significant relationship between age of respondents and income level of employees

H₁: There is significant relationship between age of respondents and income level of employees

Test for relationship between age of respondents and income level of employees

		Income Level of Employees			Total
		Rs.7500 - Rs. 10000	Rs. 10000 - Rs. 15000	Above Rs 15000	
Age of Respondents	Below 20 years	0	1	0	1
	21-30 years	15	21	3	39
	31-40 years	4	15	5	24
	41-50 years	2	6	9	17
Total		21	43	17	81

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	18.330 ^a	6	.005
N of Valid Cases	81		

Interpretation: The purpose of this cross-tabulation is to understand the relationship between age groups of employees and their respective income levels at Sengunthar Mills. This analysis helps identify patterns or trends regarding how income varies with age among the workforce. The 21–30 years age group forms the largest segment of the workforce, accounting for 39 out of 81 respondents (48%). The majority of this group (36 out of 39) earns less than Rs. 15,000 per



month, with 15 in the lowest income bracket (Rs. 7,500 – 10,000), suggesting that younger employees are mostly in entry-level or junior positions. This group has a more balanced income distribution, with a higher number (5 out of 24) in the Above Rs. 15,000 income categories, showing some level of career progression. Still, 79% (19 out of 24) earn below Rs. 15,000, indicating limited income growth for mid-career professionals. This group shows the highest concentration of employees in the 'Above Rs. 15,000' income bracket (9 out of 17, i.e., 53%).

This suggests that income increases with age and experience, and employees who stay longer in the organization are more likely to move into higher salary bands. Only one respondent belongs to this category, with an income between Rs. 10,000 – 15,000, likely reflecting a trainee or apprentice role. The cross-tabulation reveals a positive correlation between age and income. Younger employees, particularly those aged 21–30, mostly earn lower salaries, while older employees, especially those aged 41–50, are more likely to earn above Rs. 15,000. This pattern reflects career progression and pay increases with experience and tenure in the organization. However, the relatively low number of mid-career employees in the higher income bracket suggests a potential bottleneck in salary advancement, which could contribute to attrition if not addressed through structured career growth opportunities.

The p-value for the Pearson Chi-Square test is 0.005, which is less than the standard significance level of 0.05. This indicates that the relationship between age and income level is statistically significant. In other words, income distribution varies significantly across different age groups in the organization. It is important to note that 5 cells (41.7%) have expected counts less than 5, and the minimum expected count is 0.21. This violates one of the assumptions of the Chi-Square test, which requires expected frequencies to generally be 5 or more for accurate results. Therefore, while the findings are statistically significant, they should be interpreted with caution due to the potential limitations in the validity of the test caused by low expected counts in some age-income combinations.

There is a **significant relationship between the age of employees and their income level** at Sengunthar Mills ($p = 0.005$). Older employees tend to earn more, reflecting income growth with age and experience. However, because some expected frequencies are too low, caution should be exercised in interpreting the strength of this relationship. The statistical analysis supports the idea that income levels are not evenly distributed across age groups and suggests that age (and by extension, experience or tenure) plays a key role in determining employee salary. Management can use this insight to design age-appropriate pay structures and career progression plans. Still, future studies with a larger sample size or better-distributed categories may yield more robust conclusions.

V. FINDINGS & SUGGESTIONS

This chapter presents an in-depth analysis and interpretation of the data collected through the questionnaire method. The findings reveal valuable insights into the demographic profile of respondents and their levels of satisfaction regarding various workplace factors at **Sengunthar Mills Pvt. Ltd., Tiruchengode**.

Demographic Characteristics of the Respondents

The study indicates that the majority (29%) of the respondents fall within the age group of 31–40 years, highlighting a relatively young and potentially dynamic workforce. Regarding gender distribution, 60% of the respondents are male, showcasing a male-dominated employee base within the organization. In terms of marital status, 53% of respondents are married, suggesting a workforce with family responsibilities, which may influence expectations around job security, benefits, and work-life balance. When analyzing educational qualifications, 25% of the respondents hold a diploma, indicating that a considerable portion of the workforce has technical or vocational training, which is expected in a production-based industry. In line with this, the production department accounts for 65% of the respondents, emphasizing the core operational area of the company. In terms of income, 31% of the respondents fall within the monthly income bracket of ₹10,001 to ₹15,000, which may reflect entry-level or semi-skilled employment roles. Additionally, 34% of the employees have less than 3 years of experience, indicating either a high turnover rate or continuous recruitment activity within the organization.



Job Satisfaction and Organizational Practices

A significant 30% of respondents expressed satisfaction with the current position of the company, suggesting moderate organizational goodwill among employees. Furthermore, 27% of employees agreed that the organization utilizes their abilities and capabilities effectively, while another 27% indicated satisfaction with the encouragement and support they receive, though these figures suggest room for improvement in employee engagement and empowerment. In terms of workplace relationships, 37% of the respondents reported satisfaction with their subordinate relationships, pointing to healthy interpersonal dynamics in some areas. A similar percentage, 30%, are satisfied with their current job roles, indicating an acceptable level of role clarity and job fit for a notable portion of employees. When it comes to supervisory practices, 28% agreed that their supervisors understand their needs and demands, and 26% affirmed their belief in being able to perform well in their roles. 33% of respondents are satisfied with the feedback provided by supervisors, which is crucial for continuous performance improvement and development. Employees' adaptability and initiative are also evident, with 25% of respondents agreeing that they solve problems differently, reflecting a moderate degree of innovation and independence. Moreover, 27% of respondents are satisfied with the reward system upon achieving goals, suggesting a modest level of performance-based recognition. Regarding team dynamics and organizational culture, a notable 33% of respondents strongly agree that staff members are cooperative and helpful, contributing positively to the work environment. Furthermore, 40% of respondents agree that the organization recognizes and acknowledges employee contributions, which is critical for morale and retention.

In terms of motivation, 31% of the respondents agree that organizational policies are motivating, and 34% consider leave benefits as a primary motivational factor, underlining the importance of both policy and work-life balance in employee satisfaction. The findings of this study reveal that while certain aspects like peer relationships, feedback mechanisms, and organizational recognition are well-received, there is a clear opportunity for the company to improve its reward systems, supervisory support, and career development opportunities. Moreover, ensuring consistency in employee experience across departments and demographics will further enhance employee satisfaction and retention. These insights are essential for HR strategists and decision-makers aiming to address attrition and improve overall organizational performance.

SUGGESTIONS

Based on the findings and insights gathered through the research study, several constructive suggestions can be offered to facilitate the overall development and improved functioning of Sengunthar Mills Pvt. Ltd. These suggestions are aimed at enhancing employee satisfaction, reducing attrition, and fostering a more harmonious and productive work environment.

Enhance Employee Benefits:

To improve employee retention and motivation, the organization should focus more on offering competitive and meaningful employee benefits. These may include health insurance, performance-based bonuses, welfare schemes, and flexible working options. Such benefits not only contribute to job satisfaction but also create a sense of loyalty among employees, reducing the likelihood of turnover.

Upgrade Infrastructure Facilities:

A well-maintained and comfortable work environment significantly impacts employee productivity and morale. The organization should invest in upgrading its infrastructure—this includes well-ventilated workspaces, clean sanitation facilities, ergonomic furniture, and adequate safety measures. An improved physical environment enhances not only operational efficiency but also employee well-being.

Resolve Internal Conflicts Proactively:

Conflicts among employees can disrupt workplace harmony and hinder productivity. Management should implement conflict resolution mechanisms, such as open-door policies, counseling sessions, or mediation by HR personnel. Creating a culture of open communication and mutual respect will help reduce interpersonal issues and promote a collaborative work culture.



Manage Temperament in the Workplace:

Employees exhibiting hot-tempered behavior can create a stressful environment for others. The organization should consider offering emotional intelligence training, stress management workshops, and encourage a calm and respectful work culture. Supervisors must also be trained to handle emotional outbursts with empathy and professionalism.

Monitor Employee Activities Effectively:

Regular monitoring of employee performance is necessary to ensure efficiency and accountability. However, it should be done in a constructive and transparent manner. Introducing performance tracking systems or periodic review meetings can help in identifying gaps and providing necessary support, without making employees feel micromanaged.

Strengthen Coordination Between Supervisors and Employees:

Effective communication and coordination between supervisors and their teams are vital for operational success. Supervisors should be encouraged to engage more frequently with their subordinates, seek input, and create a two-way feedback loop. This not only improves productivity but also makes employees feel valued and understood.

Provide Constructive Feedback:

Performance feedback from supervisors should be consistent, specific, and constructive. Feedback sessions should focus on both strengths and areas for improvement, while also providing guidance on how to enhance performance. When employees receive clear and supportive feedback, they are more likely to grow professionally and stay committed to the organization.

Recognize and Reward Goal Achievement:

Recognizing and rewarding employees for their achievements fosters a positive reinforcement culture. Timely acknowledgment—whether through verbal praise, written appreciation, bonuses, or promotions—motivates employees to maintain high performance and strive for excellence. A culture of recognition also boosts morale and reduces attrition.

Implementing these suggestions will contribute to building a more supportive and engaging workplace culture. By addressing both operational and interpersonal aspects of the organization, Sengunthar Mills can enhance employee satisfaction, reduce turnover, and ultimately strengthen its competitive position in the industry. Consistent efforts in these areas will foster long-term organizational growth and a loyal, high-performing workforce.

VI. CONCLUSION

The present study, titled "*A Study on Employee Attrition with Reference to Sengunthar Mills*," aimed to understand the key factors contributing to employee turnover within the organization and to assess the overall satisfaction levels of employees. The study has uncovered several critical insights that highlight the need for proactive measures by the management to improve employee retention and morale. One of the major findings of the study is that a significant number of employees expressed dissatisfaction with the working environment. The absence of basic amenities such as transportation and canteen facilities, as well as a lack of entertainment or recreational activities, has negatively impacted the overall workplace experience. Such shortcomings in the organizational infrastructure can lead to disengagement, fatigue, and, ultimately, increased attrition. Moreover, the nature of work in most departments was found to be routine and monotonous, which can reduce motivation over time. Employees often seek opportunities for learning, growth, and variety in their roles, and the absence of such opportunities can result in stagnation and disengagement. On a more positive note, the study revealed that a majority of employees are highly satisfied with the feedback and support provided by their supervisors. This indicates that there is a strong foundation of communication and trust between employees and their immediate superiors. Such relationships are critical for employee satisfaction and can be leveraged to improve overall retention, provided other working conditions are also addressed. In conclusion, it is evident that while the organization has some strengths in its supervisory practices, it also faces significant challenges in terms of workplace environment and employee welfare. To reduce attrition and foster a more committed



workforce, Sengunthar Mills must implement targeted strategies such as improving infrastructure, introducing employee engagement activities, offering necessary amenities, and creating opportunities for skill development and role enhancement. These measures will not only help in retaining the existing workforce but will also enhance employee morale, increase productivity, and strengthen the organization's reputation as an employer of choice. By addressing these concerns holistically, the management can create a more positive and motivating work atmosphere where employees feel valued and are encouraged to contribute to the long-term growth and success of the organization.

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