

Chapter 5

Empirical Analysis and Hypothesis Testing

Chapter-5

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5.1 INTRODUCTION

This chapter aims to test the hypotheses through various tests. Hypothesis testing is a technique for testing a privilege or hypothesis about a parameter in a population through data measured in a sample. Testing of hypothesis in present research study has been done through various statistic methods using SPSS 22. In this research closed-ended restricted question have been used for designing the questionnaire. This chapter contains inferential analysis using IBM SPSS 22 contains empirical analysis on the responses of employees regarding human resource practices on employee retention. After getting all the filed in questionnaire, coding & tabulation has been done to draw meaningful inference from them. Tabulation and graphical presentation has been done for the collected data. The results of the test have been used to check whether the hypothesis is accepted or rejected.

Exploratory Factor Analysis (EFA)

In this section, data in present study comprising 300 responses was used to carry out EFA on identified different variables of HR policies. First, the descriptive statistics of the human resource policies and employee retention variables are

presented and subsequently the factorability of the variables is assessed before the variables are subjected to EFA.

Descriptive statistics of Human Resource Policies and Employee Retention

The responses on 43 statements relating to human resource policies and employee retention providing by the respondents in the present study. The findings regarding the mean & standard deviances of the scores on responses of respondents to human resource policies and employee retention variables are presented in below table.

Table 5.1

Descriptive statistics of Human Resource Policies and Employee Retention			
	Mean	N	Std. Deviation
The environmental factors like affects the recruitment & selection process	4.2233	300	1.06642
The hiring process helps in identifying the competence both visible and psychological aspects	3.6033	300	1.25081
In selection process innovative techniques play an effective role	3.5967	300	1.13944
Psychometric tests need to be prominently used in selection process	3.2733	300	1.26912
E-Recruitment have become must to survive in the Competitive market	3.5033	300	1.24438
Employee referrals plays crucial role for attracting the talent pool	3.2467	300	1.38282
Compensation is fairly offered to the employees	3.3500	300	1.25142
Health care benefits and insurance policies are provided by the organisation	3.2033	300	1.32458
Employee welfare activities of the organization gives a feeling of safety and improve the performance	3.4933	300	1.26304
Employee performance evaluations are fair and appropriate	3.3233	300	1.31067
Adequate opportunities for professional growth in this organization	3.4433	300	1.28542
Teamwork is encouraged and practiced in this organization	3.3177	299	1.31692

Equal opportunities for advancement to all the employees	3.3533	300	1.25715
Organisation supervisor is impartial and gives regular feedback that helps to improve the performance	3.3033	300	1.38723
Awareness of the grievance redressed procedure followed in the organization	3.2333	300	1.31325
The management has been making efforts to dispose off all grievances procedurally with a view to ensure justice and satisfaction to the employees	3.2375	299	1.35872
Policy for work life management helps to increase productivity of the organization	3.4800	300	2.13341
Efficient work life management policy of the organization helps in retaining the employees	3.3233	300	1.30299
The organization's policies for retention are always fair	3.2000	300	1.27754
Learning and development practices are satisfactory	3.3000	300	1.29444
There is a process to assess individual development needs	3.2300	300	1.29461

Responses collected on a five point Likert scale (1-Strongly Disagree 5- Strongly Agree). Scores on negatively framed statements were reversed.

The mean score ranged between 3.20 (The organization's policies for retention are always fair) and 4.22 (The environmental factors that affects the recruitment & selection process). Standard deviations were found to be above 1 in all the variables. This shows that the means represent a good measure of the distribution of scores in the survey data.

Table 5.2

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.919	
Bartlett's Test of Sphericity	Approx. Chi-Square	2554.482
	Df	253
	Sig.	0.000

Bartlett's test statistics has been applied to check the adequacy and seen as significant at 0.000 levels, which show the occurrence of non-zero correlations in the correlation matrix. Further the KMO has been applied to check adequacy and it turns out to be 0.919. Though both test met 1 which is the minimum standards for the factor analysis in the dataset.

Table 5.3

Communalities		
	Initial	Extraction
The environmental factors like affects the recruitment & selection process	1.000	.519
The hiring process helps in identifying the competence both visible and psychological aspects	1.000	.618
In selection process innovative techniques play an effective role	1.000	.629
Psychometric tests need to be prominently used in selection process	1.000	.641
E-Recruitment have become must to survive in the Competitive market	1.000	.616
Employee referrals plays crucial role for attracting the talent pool	1.000	.641
Compensation is fairly offered to the employees	1.000	.539
Health care benefits and insurance policies are provided by the organisation	1.000	.428
Employee welfare activities of the organization gives a feeling of safety and improve the performance	1.000	.433
Employee performance evaluations are fair and appropriate	1.000	.592
Adequate opportunities for professional growth in this organization	1.000	.699
Teamwork is encouraged and practiced in this organization	1.000	.695
Equal opportunities for advancement to all the employees	1.000	.528
Organisation supervisor is impartial and gives regular feedback that helps to improve the performance	1.000	.613
Awareness of the grievance redressed procedure followed in the organization	1.000	.543
The management has been making efforts to dispose off all grievances procedurally with a view to ensure justice and satisfaction to the employees	1.000	.553

Policy for work life management helps to increase productivity of the organization	1.000	.551
Efficient work life management policy of the organization helps in retaining the employees	1.000	.619
The organization's policies for retention are always fair	1.000	.583
Learning and development practices are satisfactory	1.000	.548
There is a process to assess individual development needs	1.000	.482
Job skills, knowledge and ability of employees are considered while assessing training needs	1.000	.521
Employee development plans are addressed in performance appraisals	1.000	.514
Extraction Method: Principal Component Analysis.		

Table 5.4

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.047	34.985	34.985	8.047	34.985	34.985	3.344	14.539	14.539
2	1.735	7.542	42.528	1.735	7.542	42.528	3.146	13.677	28.216
3	1.229	5.345	47.873	1.229	5.345	47.873	2.571	11.177	39.393
4	1.081	4.700	52.573	1.081	4.700	52.573	2.440	10.607	50.000
5	1.012	4.399	56.972	1.012	4.399	56.972	1.604	6.972	56.972
6	1.001	4.152	61.124	1.001	4.121	58.589	1.236	4.365	60.852
7	.820	3.565	64.689						
8	.792	3.444	68.134						
9	.762	3.314	71.448						
10	.684	2.975	74.423						
11	.660	2.868	77.290						
12	.616	2.677	79.967						
13	.559	2.429	82.396						
14	.513	2.233	84.629						
15	.471	2.048	86.677						
16	.452	1.966	88.643						
17	.440	1.913	90.556						
18	.413	1.795	92.350						
19	.403	1.753	94.104						
20	.382	1.659	95.763						
21	.361	1.570	97.333						
22	.321	1.395	98.728						
23	.293	1.272	100.000						
Extraction Method: Principal Component Analysis.									

SPSS has extracted 6 factors which were based on Kaiser’s criterion of retention factors with eigenvalue greater than 1. Kaiser’s criteria is correct when the communalities after extraction are greater than 0.60 or when the sample size exceeds 250 than the average communalities should greater than 0.6. The present data the sample size is 300, there are 23 variables and the average communalities is 0.570 so extraction 6 factors is warranted.

Table: 5.5 Results of the Factor Analysis

Rotated Component Matrix^a						
	Component					
	1	2	3	4	5	6
The environmental factors like affects the recruitment & selection process	.695					
The hiring process helps in identifying the competence both visible and psychological aspects	.704					
In selection process innovative techniques play an effective role	.683					
Psychometric tests need to be prominently used in selection process	.763					
E-Recruitment have become must to survive in the Competitive market	.587					
Employee referrals plays crucial role for attracting the talent pool	.734					
Compensation is fairly offered to the employees		.512				
Health care benefits and insurance policies are provided by the organisation		.505				
Employee welfare activities of the organization gives a feeling of safety and improve the performance		.545				
Employee performance evaluations are fair and appropriate			.642			
Adequate opportunities for professional growth in this organization			.628			
Teamwork is encouraged and practiced in this organization			.699			
Equal opportunities for advancement to all the employees			.552			
Organisation supervisor is impartial and gives regular feedback that helps to improve the performance			.583			

Awareness of the grievance redressed procedure followed in the organization				.528		
The management has been making efforts to dispose off all grievances procedurally with a view to ensure justice and satisfaction to the employees				.681		
Policy for work life management helps to increase productivity of the organization					.611	
Efficient work life management policy of the organization helps in retaining the employees					.698	
The organization's policies for retention are always fair					.685	
Learning and development practices are satisfactory						.623
There is a process to assess individual development needs						.615
Job skills, knowledge and ability of employees are considered while assessing training needs						.567
Employee development plans are addressed in performance appraisals						.610
Extraction Method: Principal Component Analysis.						
Rotation Method: Varimax with Kaiser Normalization.						
a. Rotation converged in 11 iterations.						

From the above test analysis, it has been seen that six variables loaded under 1 factor and seems to be associated with equal *recruitment & selection*. The 2 factor comprises three variables which related to *compensation & employee welfare policies*. The five variables under factor 3 represent *equal employment opportunity*. The two variables under factor 4 signify *grievance redressal mechanism*. The three items are associated under 5 factor with *quality of work life*. The four items that load on 6 factor relates to *training & development*.

Validation of the Data

Reliability of Data: The Cronbach's alpha coefficient for each factor was as follows: *Recruitment & Selection=0.737*; *Compensation & Employee Welfare Policies =0.735*; *Equal Employment Opportunity=0.789*; *Grievance Redressal Mechanism =0.754*; *Quality of Work Life =0.706*; *Training & development =0.860*, *Employee Retention =0.880*.

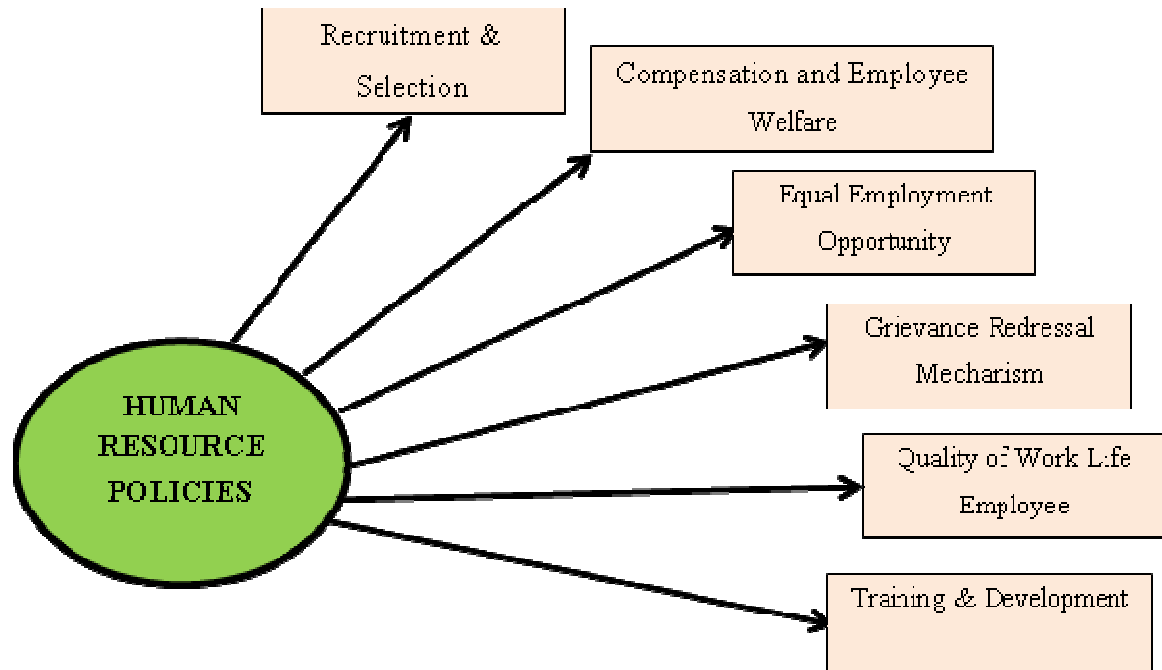
Table 5.6

Reliability Statistics^a		
Variables	Cronbach's Alpha	N of Items
Recruitment & Selection	0.737	9
Compensation and Employee Welfare Policies	0.735	6
Equal Employment Opportunity	0.789	6
Grievance Redressal Mechanism	0.754	5
Quality of Work Life Employee	0.706	5
Training & Development	0.860	4
Employee Retention	0.880	3

From the above table it can be seen that the value of Cronbach's alpha is more than 0.700 which shows a high level of internal consistency for the scale with this particular sample.

Theoretical Framework of Human Resource Policies Through Factor Analysis

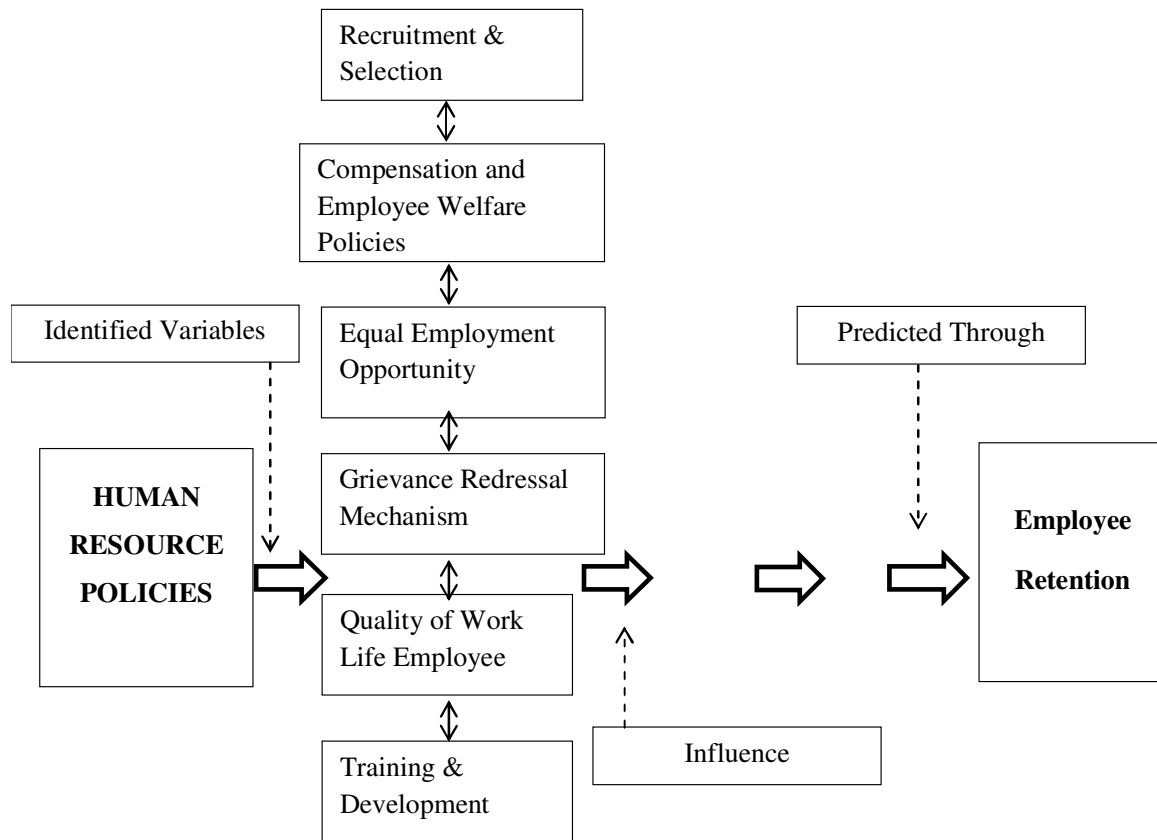
Figure 4.1



Theoretical framework of human resource policies determined through factor analysis of different identified variables and validated through appropriate tests facilitated development of a theoretical framework linking the human resource policies. This is demonstrated in figure above.

Conceptual framework of the study

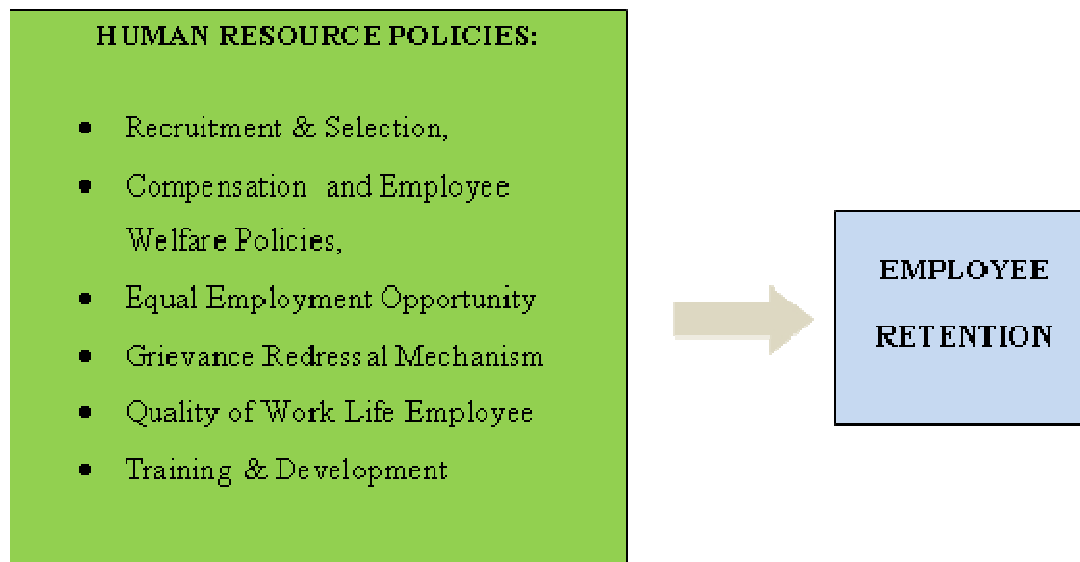
Figure 4.2



Above conceptual framework depicts (figure), six identified variables namely *Recruitment & Selection, Compensation and Employee Welfare Policies, Equal Employment Opportunity, Grievance Redressal Mechanism, Quality of Work Life Employee , Training & Development*, that are the factors which influence *Employee Retention*. The framework shows that employee retention is influenced by these six identified variables of human resource policies.

H₀₁: There is no significant impact of *Human Resource Policies* on *Employee Retention* in organized retail sector of Rajasthan.

H_{A1} : There is a significant impact of *Human Resource Policies* on *Employee Retention* in organized retail sector of Rajasthan.



Multiple Regression Analysis

Table: Regression Analysis on Different Identified Variables of Human Resource Policies and Employee Retention

R can be measured to be one measure of the quality of the prediction of the dependent variable. The "R" column denotes the value of R, the **multiple correlation coefficients**. The "R Square" column signifies the R^2 value, which is the proportion of variance in the dependent variable that can be described by the independent variables.

First there is a necessity to check whether there is a linear relationship amongst the independent variables and the dependent variable in the multiple linear regression models. This scatter plots below indicates a good linear relationship between different identified variables and employee retention in Shoppers Stop and Lifestyle respectively.

Figure : 5.1 Scatter Plot of Shoppers Stop

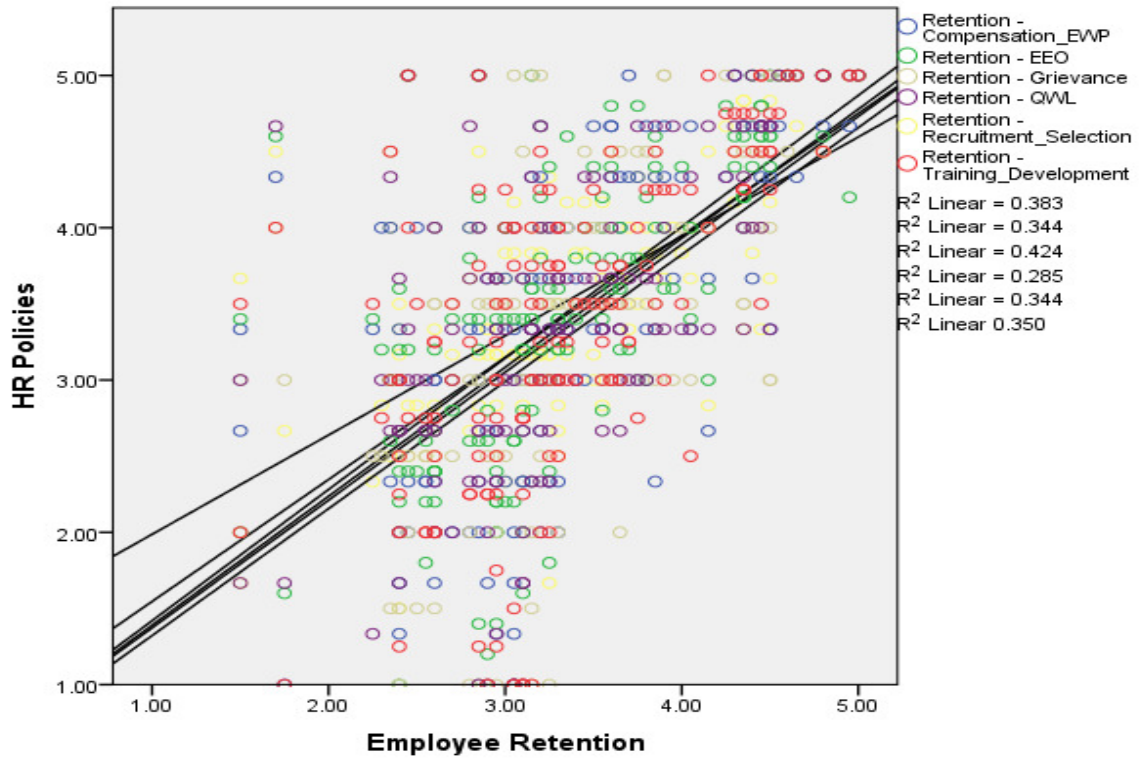


Fig: 5.2 Scatter Plot of Lifestyle

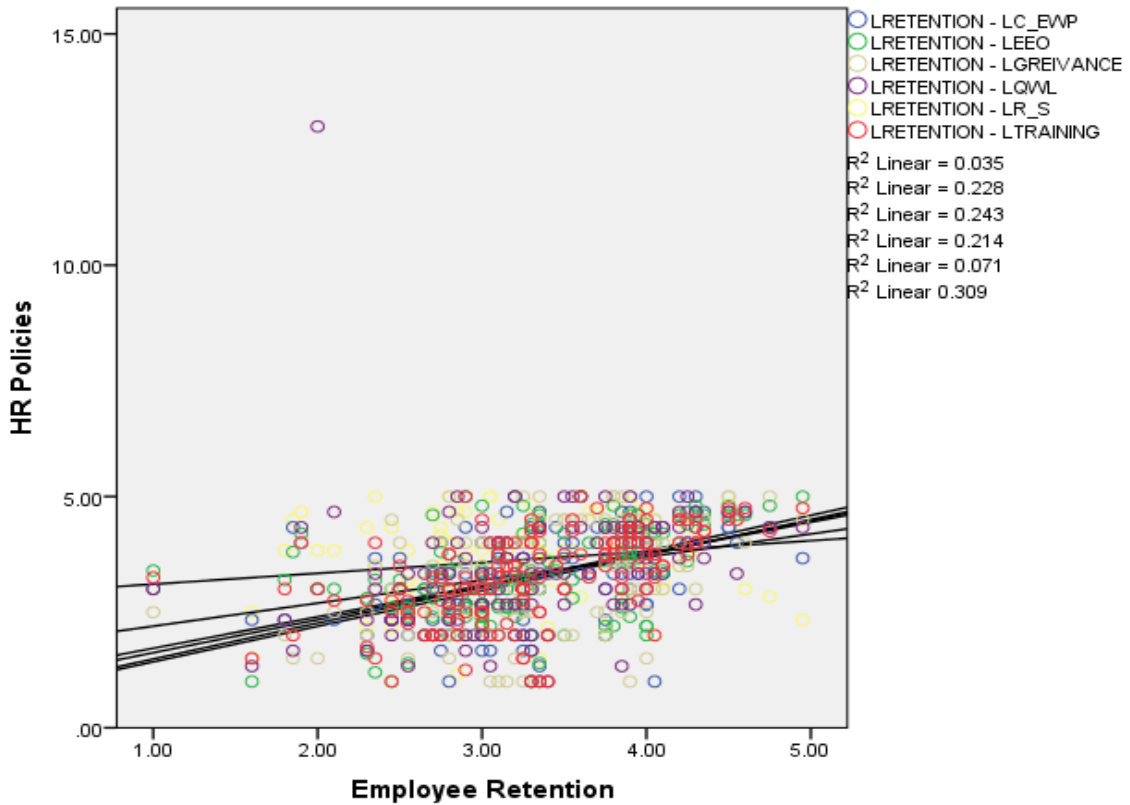


Table 5.7

Regression Analysis Model Summary ^b						
Sector	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
Shoppers Stop	1	.697 ^a	.486	.465	.52410	1.502
Lifestyle	1	.670 ^c	.448	.425	.51479	1.709

The above table depicts that in Shoppers Stop the *R Square* is **0.486** which means that **Identified HR Policies** explains **48.6%** of the variability with significant effect on **Employee Retention** in Shoppers Stop.

In sector Lifestyle the *R Square* is **0.448** which means that **Identified HR Policies** explain **44.8%** of the variability with significant effect on **Employee Retention** in Lifestyle.

The Durbin-Watson of Shoppers Stop and Lifestyle where $d = 1.502$ and 1.709 respectively, which is among the two critical digits of $1.5 < d < 2.5$. Therefore, it can be assumed that there is no first order linear auto correlation in this study of multiple linear regression data.

Table 5.8

ANOVA ^a							
Sector	Model		Sum of Squares	Df	Mean Square	F	Sig.
Shoppers Stop	1	Regression	37.160	6	6.193	22.547	.000 ^b
		Residual	39.280	143	.275		
		Total	76.439	149			
Lifestyle	1	Regression	30.798	6	5.133	19.369	.000 ^c
		Residual	37.897	143	.265		
		Total	68.695	149			

The F-ratio in the ANOVA table is basically applied to check that whether the total regression model is a good fit for the data analysis. The table exhibits that the different identified variables of human resource policy (independent variables) statistically significantly predict the employee retention (dependent variable). In the above table F sig. value is less than 0.05 in both sectors which means the regression model is a good fit of the data. The F-test is highly significant, thus we can assume that the model explains a significant amount of the variance in employee retention.

Table5.9
Coefficients^a

Sector	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
		B	Std. Error	Beta			
Shoppers Stop	1	(Constant)	1.158	.207		5.598	.000
		Recruitment & Selection	.240	.090	.253	2.675	.008
		Compensation and Employee Welfare Policy	.062	.077	.085	.812	.418
		Equal Employment Opportunity	.223	.087	.296	2.580	.011
		Grievance Redressal Mechanism	-.022	.065	-.035	-.343	.732
		Quality of Work Life	.076	.076	.108	1.001	.319
		Training & Development	.050	.083	.071	.597	.551
Lifestyle	1	(Constant)	1.601	.223		7.178	.000
		Recruitment & Selection	-.087	.056	-.109	-1.545	.124
		Compensation and Employee Welfare Policy	.156	.055	.223	2.842	.005
		Equal Employment Opportunity	.133	.053	.192	2.516	.013
		Grievance Redressal Mechanism	.130	.044	.217	2.968	.004
		Quality of Work Life	-.039	.038	-.074	-1.033	.303
		Training & Development	.241	.059	.336	4.059	.000

An unstandardized coefficient indicates in what extent the dependent variable varies with an independent variable if in case when all other independent variables are held constant. From the above table it shows that ***Recruitment & Selection and Equal Employment Opportunity*** significant predictors as the *significant. value* is less than 0.05 indicate that null hypothesis is rejected. In other words it can be said that there is a significant impact of ***Recruitment & Selection and Equal Employment Opportunity*** on ***Employee Retention*** in Shoppers Stop organized retail sector of Rajasthan.

Whereas the ***Compensation & Employee Welfare Policies, Training & Development, Quality of Work Life and Grievance Redressal Mechanism*** not significant predictors as a *sig. value* is more than 0.05 indicate that null hypothesis is accepted. In other words it can say that there is no significant impact of ***Compensation & Employee Welfare Policies, Training & Development, Quality of Work Life and Grievance Redressal Mechanism*** on ***Employee Retention*** in Shoppers Stop organized retail sector of Rajasthan.

In sector Lifestyle the ***Equal Employment Opportunity, Compensation & Employee Welfare Policies, Grievance Redressal Mechanism and Training & Development*** significant predictors as a *sig. value* is less than 0.05 indicates that null hypothesis is rejected. In other words it can be said that there is a significant impact of ***Equal Employment Opportunity, Compensation & Employee Welfare Policies, Grievance Redressal Mechanism and Training & Development*** on ***Employee Retention*** in Life style organized retail sector of Rajasthan.

Whereas the *Recruitment & Selection and Quality of Work Life* not significant predictors as a *significant value* is more than 0.05 indicates that null hypothesis is accepted. In other words it can be seen that there is no significant impact of *Recruitment & Selection and Quality of Work Life* on *Employee Retention* in organized retail sector of Rajasthan.

H₀₂: There is no significant difference between views of employees regarding the impact of *Human Resource Policies* on *Employee Retention* between Shoppers Stop & Lifestyle.

H_{A2}: There is a significant difference between views of employees regarding impact of *Human Resource Policies* on *Employee Retention* between Shoppers Stop & Lifestyle.

Table 5.10

Descriptive Statistics					
	Sector	N	Mean	Std. Deviation	Std. Error Mean
Recruitment & Selection	Shoppers Stop	150	3.5000	.75505	.06165
	Lifestyle	150	3.6489	.85359	.06970
Compensation and Employee Welfare Policies	Shoppers Stop	150	3.4044	.97896	.07993
	Lifestyle	150	3.2933	.96773	.07901
Equal Employment Opportunity	Shoppers Stop	150	3.4200	.94854	.07745
	Lifestyle	150	3.2720	.98179	.08016
Grievance Redressal Mechanism	Shoppers Stop	150	3.2567	1.11839	.09132
	Lifestyle	150	3.2033	1.12938	.09221
Quality of Work Life	Shoppers Stop	150	3.3200	1.02459	.08366
	Lifestyle	150	3.3489	1.27345	.10398
Training & Development	Shoppers Stop	150	3.3550	1.02538	.08372
	Lifestyle	150	3.2817	.94802	.07741
Employee Retention	Shoppers Stop	150	3.3197	.71625	.05848
	Lifestyle	150	3.3100	.67900	.05544

The above table of **descriptive Statistics** provides information about the sample size (n), mean, standard deviation, and standard error for of group for the purpose of comparison of the group. In present study, there are 150 respondents are taken from Shoppers Stop and 150 respondents from Lifestyle.

Table 5.11

Independent Samples Test								
		Levene's Test for Equality of Variances		t-test for Equality of Means				
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Recruitment & Selection	Equal variances assumed	2.997	.034	-1.600	298	.004	-.14889	.09305
	Equal variances not assumed			-1.600	293.626	.004	-.14889	.09305
Compensation and Employee Welfare Policies	Equal variances assumed	.007	.042	.989	298	.001	.11111	.11239
	Equal variances not assumed			.989	297.960	.001	.11111	.11239
Equal Employment Opportunity	Equal variances assumed	.730	.039	1.328	298	.015	.14800	.11146
	Equal variances not assumed			1.328	297.647	.015	.14800	.11146
Grievance Redressal Mechanism	Equal variances assumed	.677	.041	.411	298	.002	.05333	.12978
	Equal variances not assumed			.411	297.972	.002	.05333	.12978
Quality of Work Life	Equal variances assumed	.587	.044	-.216	298	.005	-.02889	.13345
	Equal variances not assumed			-.216	284.942	.005	-.02889	.13345
Training & Development	Equal variances assumed	.487	.015	.643	298	.006	.07333	.11402
	Equal variances not assumed			.643	296.185	.006	.07333	.11402
Employee Retention	Equal variances assumed	.290	.031	.120	298	.000	.00967	.08058
	Equal variances not assumed			.120	297.154	.000	.00967	.08058

The above table of **Independent Samples Test** which shows the results most relevant to Samples t Test wherein it has two parts a. Levene's Test for Equality of Variances and b. T-test for Equality of Means

Levene's Test for Equality of of Variances: The T Test results for Levene's Test are considered from left to right:

The p -value of Levene's test has been seen as less than 0.05 in all the identified variables, so the null hypothesis is rejected of Levene's test and concludes that the variance in different identified variables is significantly different in both the sector. **Along with this "Equal variances assumed" row for the t-test is required to be considered. In Case if $p > \alpha$ -- then output of this "Equal variances assumed" will be used.**

For the interpretation of Independent Samples t Test, result of **T-test for Equality of Means** is considered. The associated p value is given in the above table is less than 0.05 in the row "**Equal variances assumed**". In other word it can say that null hypothesis is rejected in all case and it means there is a significant difference between views of employees regarding the impact of *Human Resource Policies* on *Employee Retention* between Shoppers Stop & Lifestyle.

H₀₃: There is no significant relationship between HR policies & employees retention with selected different variables in retail sector.

H_{A3}: There is a significant relationship between HR policies & employees retention with selected different variables in retail sector.

Table 5.12

Descriptive Statistics				
Sector		Mean	Std. Deviation	N
Shoppers Stop	Recruitment & Selection	3.5000	.75505	150
	Compensation and Employee Welfare Policy	3.4044	.97896	150
	Equal Employment Opportunity	3.4200	.94854	150
	Grievance Redressal Mechanism	3.2567	1.11839	150
	Quality of Work Life	3.3200	1.02459	150
	Training & Development	3.3550	1.02538	150
	Employee Retention	3.3197	.71625	150
Lifestyle	Recruitment & Selection	3.6489	.85359	150
	Compensation and Employee Welfare Policy	3.2933	.96773	150
	Equal Employment Opportunity	3.2720	.98179	150
	Grievance Redressal Mechanism	3.2033	1.12938	150
	Quality of Work Life	3.3489	1.27345	150
	Training & Development	3.2817	.94802	150
	Employee Retention	3.3100	.67900	150

Table 5.13

Correlations								
Sector			Recruitment & Selection	Compensation and Employee Welfare Policy	Equal Employment Opportunity	Grievance Redressal Mechanism	Quality of Work Life	Training & Development
Shoppers Stop	Employee Retention	Pearson Correlation	.619*	.586*	.651*	.534*	.587*	.592*
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
		N	150	150	150	150	150	150
Lifestyle	Employee Retention	Pearson Correlation	.187*	.478*	.493*	.462*	.266*	.556*
		Sig. (2-tailed)	.022	.000	.000	.000	.001	.000
		N	150	150	150	150	150	150

Source: Output of IBM-SPSS 22

The above table revealed that on the basis of employee responses of Shoppers Stop that there is a significant relationship between all the identified variables of **HR Policies** and **Employee Retention**. It has been found that *Equal Employment Opportunity* has highest **Pearson correlation 'r' value 0.651** and *sigvalue (p value)* is **0.000** which indicates that there is a statistically significant correlation among *employment opportunity* and *employee retention*.

Recruitment & Selection has second highest **Pearson correlation 'r' value 0.619** and *p value (sig value)* is **0.000** that shows that there is a statistically significant correlation amongst *recruitment & Selection* and *employee retention*.

Training & Development has **Pearson correlation 'r' value 0.592** and *p value (sig value)* is **0.000** that shows that there is a statistically significant correlation among *training & development* and *employee retention*.

In case of *Quality of Work Life* the **Pearson correlation 'r' value 0.587** at *sig. value (p value)* is **0.000**. This being less than the alpha level of significance of 0.05, implies that there is a statistically significant correlation between *quality of work life* and *employee retention*.

Compensation Policies & Employee Welfare Policies has **Pearson correlation 'r' value 0.586** and *p value (sig value)* is **0.000** that shows that there is a statistically significant correlation among *compensation policies* and *employee retention*.

Grievance Redressal Mechanism has **Pearson correlation 'r' value 0.534** and **p value (sig value) is 0.000** that shows that there is a statistically significant correlation between *grievance redressal mechanism* and *employee retention*.

The above table revealed that on the basis of employee responses of Lifestyle that there is a significant relationship between all the identified variables of **HR Policies** and **Employee Retention**. It has found that *Training & Development* has highest **Pearson correlation 'r' value 0.556** and **p value (sig value) is 0.000** which indicates that there is a statistically significant correlation between *training & development* and *employee retention*.

In case of *Equal Employment Opportunity* has second highest **Pearson correlation 'r' value 0.493** and **sig value (p value) is 0.000** which indicates that there is a statistically significant correlation between *employment opportunity* and *employee retention*.

Compensation Policies & Employee Welfare Policies has **Pearson correlation 'r' value 0.478** and **p value (sig value) is 0.000** which indicates that there is a statistically significant correlation between *compensation policies & employee welfare policies* and *employee retention*.

Grievance Redressal Mechanism has **Pearson correlation 'r' value 0.462** and **p value (sig value) is 0.000** which shows that there is a statistically significant correlation between *grievance redressal mechanism* and *employee retention*.

Quality of Work Life has highest **Pearson correlation ‘r’ value 0.266** at *sig. value (p value)* is **0.001**. This being less than the alpha level of significance of 0.05, implies that there is a statistically significant correlation between *quality of work life* and *employee retention*.

Recruitment & Selection has **Pearson correlation ‘r’ value 0.187** and *p value (sig value)* is **0.022** which shows that there is a statistically significant correlation between *recruitment & Selection* and *employee retention*.