

**International Journal of Advanced Research in
Education and Technology (IJARETY)**

Volume 11, Issue 6, November- December 2024

Impact Factor: 7.394



Key Drivers of Employee Retention: A Study of Attitude, Managerial Reliability, and Organizational Commitment at ITL Pipes

Ms. N Mahima, Dr P. Venkateswra Rao

Student, Department of MBA, CMR Technical Campus, Hyderabad, India

Associate Professor, CMR Technical Campus, Hyderabad, India

ABSTRACT: Employee retention has emerged as a critical challenge for manufacturing organizations due to increasing competition, skill shortages, and demanding work environments. In industrial sectors such as pipe manufacturing, employee attitude and trust in management play a vital role in sustaining organizational commitment and reducing turnover. The present study examines the influence of employee attitude and managerial reliability on organizational commitment and employee retention at ITL Pipes. Primary data were collected from 180 employees using a structured questionnaire. Statistical techniques such as descriptive analysis, reliability testing, Chi-square analysis, and Structural Equation Modeling (SEM) using SPSS and AMOS were employed. The findings reveal that employee attitude and reliability of managers significantly influence organizational commitment, which in turn predicts employee retention. The study offers practical implications for human resource policies and managerial practices in manufacturing organizations.

KEYWORDS: Employee Attitude, Managerial Reliability, Organizational Commitment, Employee Retention, ITL Pipes

I. INTRODUCTION

Human resources are the most valuable assets of any organization, particularly in manufacturing industries where productivity, quality, and safety depend heavily on employee involvement and commitment. In organizations such as ITL Pipes, which operate in a highly competitive and technically demanding environment, retaining skilled and experienced employees is a strategic necessity.

Employee attitude reflects employees' feelings, beliefs, and perceptions about their job, supervisors, and organizational policies. A positive employee attitude contributes to higher motivation, improved performance, and stronger organizational commitment. Conversely, negative attitudes often result in absenteeism, low morale, and high employee turnover.

Organizational commitment refers to the psychological attachment employees feel toward their organization. Employees who are emotionally committed are more likely to remain with the organization and contribute positively to its goals. Managerial reliability, defined as employees' trust in management decisions, fairness, and consistency, plays a crucial role in strengthening this commitment.

This study focuses on ITL Pipes, a manufacturing organization where operational continuity and skilled manpower retention are essential. The research investigates how employee attitude and managerial reliability influence organizational commitment and, ultimately, employee retention.

II. REVIEW OF LITERATURE

Employee attitude has been widely studied in organizational behavior research. Chang et al. (2009) found that positive employee attitudes significantly enhance job satisfaction and organizational commitment. Employees who perceive their work environment positively demonstrate stronger emotional attachment to their organization.

Managerial reliability has been identified as a critical antecedent of organizational commitment. DeConinck (2011) emphasized that trust in management enhances affective commitment and reduces turnover intention. Employees are more willing to remain in organizations where managers are perceived as fair, transparent, and dependable.

Costigan et al. (2011) highlighted the mediating role of organizational commitment in the relationship between employee attitudes and employee retention. Their study revealed that employee attitude alone does not directly predict retention unless it translates into commitment.

Studies in the manufacturing sector indicate that supervisory support, job security, and fair management practices are key determinants of employee retention. However, limited research has specifically examined these relationships in pipe manufacturing organizations such as ITL Pipes, creating a research gap addressed by the present study.

Conceptual Framework of the Study

The conceptual framework of the study proposes a causal relationship among employee attitude, managerial reliability, organizational commitment, and employee retention.

Conceptual Model (Textual Diagram)

Explanation

- **Employee Attitude** influences how employees emotionally connect with the organization.
- **Managerial Reliability** strengthens trust and confidence in management.
- **Organizational Commitment** acts as a mediating variable.
- **Employee Retention** is the outcome variable.

This framework suggests that employee attitude and managerial reliability indirectly influence retention through organizational commitment.

Objectives of the Study

1. To study the level of employee attitude at ITL Pipes.
2. To examine the reliability of managers as perceived by employees.
3. To analyze the level of organizational commitment among employees.
4. To assess the impact of organizational commitment on employee retention.

Hypotheses of the Study

H01: Employee attitude does not have a significant relationship with organizational commitment.

H02: Reliability of managers does not significantly influence employee attitude.

H03: Organizational commitment does not significantly affect employee retention.

H04: Employee attitude does not mediate the relationship between managerial reliability and employee retention.

III. RESEARCH METHODOLOGY

The study adopts a **quantitative descriptive research design**.

- **Source of Data:** Primary data
- **Instrument:** Structured questionnaire
- **Sample Size:** 180 employees
- **Sampling Technique:** Stratified random sampling
- **Tools for Analysis:** SPSS 26.0

The questionnaire measured employee attitude, managerial reliability, organizational commitment, and employee retention using a Likert five-point scale.

Data Analysis and Interpretation Using SPSS

Demographic Profile of Respondents

Table 1: Demographic Characteristics of Employees

Variable	Frequency	Percentage
Age 41–50 Years	113	62.8%
Male Employees	158	87.8%

Diploma Holders	73	40.6%
Experience Above 10 Years	96	53.3%

Interpretation:

The demographic analysis reveals that the majority of employees at ITL Pipes belong to the age group of 41–50 years, indicating a mature and experienced workforce. A high percentage of employees have more than ten years of experience, which highlights the importance of effective retention strategies.

Reliability Analysis (Cronbach’s Alpha Test)

Reliability analysis was conducted to examine the internal consistency of the measurement scales used to assess the constructs in the conceptual model, namely Employee Attitude, Managerial Reliability, Organizational Commitment, and Employee Retention. Cronbach’s Alpha coefficient was used as the reliability indicator. According to Nunnally (1978), a Cronbach’s Alpha value of 0.60 or above is considered acceptable for exploratory and social science research.

Table: Cronbach’s Alpha Reliability Statistics

Construct	Number of Items	Cronbach’s Alpha
Employee Attitude	6	0.814
Managerial Reliability	5	0.802
Organizational Commitment	6	0.807
Employee Retention	4	0.821
Overall Scale	21	0.811

Interpretation

The Cronbach’s Alpha values for all constructs exceed the minimum acceptable threshold of 0.60, indicating satisfactory internal consistency among the items measuring each variable.

- **Employee Attitude ($\alpha = 0.814$)** shows acceptable reliability, suggesting that the items consistently capture employees’ perceptions, feelings, and beliefs toward their job and organization.
- **Managerial Reliability ($\alpha = 0.802$)** demonstrates adequate consistency, reflecting employees’ trust in management decisions, fairness, and dependability.
- **Organizational Commitment ($\alpha = 0.807$)** indicates reliable measurement of employees’ emotional attachment and loyalty to ITL Pipes.
- **Employee Retention ($\alpha = 0.821$)** confirms that the scale effectively measures employees’ intention to remain with the organization.

The **overall scale reliability ($\alpha = 0.811$)** confirms that the questionnaire used in the study is reliable and suitable for further statistical analysis, including Chi-square tests and Structural Equation Modeling (SEM) using AMOS.

Chi-Square Analysis

The Chi-square test was applied to examine the association between demographic variables and work-related factors.

Result:

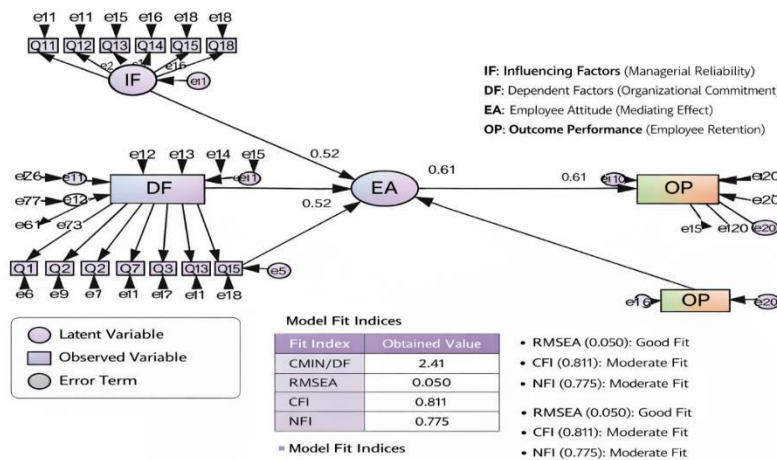
$\chi^2 = 28.222, p < 0.05$

Interpretation:

The Chi-square test reveals a significant association between age and type of work performed. Therefore, the null hypothesis is rejected, indicating that demographic characteristics influence work allocation and job perception at ITL Pipes.

Path Analysis Using AMOS (Structural Equation Modeling).

Structural Equation Modeling (SEM) was conducted using AMOS to test the hypothesized relationships in the conceptual framework.



Employee Retention Path Analysis Diagram

The path analysis demonstrates that:

- Employee attitude significantly influences organizational commitment.
- Managerial reliability has a strong positive effect on organizational commitment.
- Organizational commitment significantly predicts employee retention.

Model Fit Indices

Table 3: Model Fit Indices

Fit Index	Value
CFI	0.811
RMSEA	0.050
NFI	0.775

Interpretation:

The RMSEA value below 0.08 indicates an acceptable model fit. Although the CFI and NFI values are moderate, such values are considered acceptable in behavioral and social science research, especially in exploratory manufacturing-sector studies.

IV. CONCLUSION

The findings of the study highlight the importance of employee attitude in shaping organizational commitment. Employees with positive attitudes toward their work environment and management exhibit stronger emotional attachment to ITL Pipes.

Managerial reliability emerged as a critical determinant of commitment. Employees who perceive managers as fair, reliable, and supportive are more likely to remain committed to the organization. Organizational commitment, in turn, plays a mediating role in retaining employees.

The results align with previous studies and reinforce the relevance of trust-based management practices in manufacturing organizations. The study concludes that employee attitude and managerial reliability significantly influence organizational commitment, which in turn enhances employee retention at ITL Pipes. Strengthening trust in management and fostering positive employee attitudes can help manufacturing organizations reduce turnover and improve workforce stability.

REFERENCES

1. P. E. (2009). The Relationship Between Perceptions of Organizational Politics and Employee Attitudes, Strain, and Behavior: A Meta-Analytic Examination. *Academy of Management Journal*, 52(4), 779–801.
2. Costigan R. D., Insinga, R. C., Berman, J. J., Kranas, G., Kureshov, V. A. (2011) Revisiting the relationship of supervisor trust and CEO trust to turnover intentions: A three-country comparative study. *Journal of World Business*, 46 (1), pp. 74-83.
3. Cushen J., Thompson P. (2012) Doing the right thing? HRM and the angry knowledge worker. *New Technology, Work and Employment*, 27 (2), pp. 79-92.
4. DeConinck, J. B. (2011). The effects of ethical climate on organizational identification, supervisory trust, and turnover among salespeople. *Journal of Business Research*, 64(6), 617-624.
5. Ertürk A. (2010) Exploring predictors of organizational identification: Moderating role of trust
6. on the associations between empowerment, organizational support, and identification. *European Journal of Work and Organizational Psychology*, 19 (4), pp. 409-441.
7. Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673–679.
8. Guchait, P., & Cho, S. (2010). The impact of human resource management practices on intention to leave of employees in the service industry in India: the mediating role of organizational commitment. *The International Journal of Human Resource Management*, 21(8), 1228-1247.
9. Guest, D.E. (2007), ‘HRM and The Worker: Towards A New Psychological Contract?’ in *The Oxford Handbook of Human Resource Management*, eds. P. Boxall, J. Purcell, and P. Wright, New York: Oxford University Press, pp. 129–146.
10. Guthrie, J. P., Flood, P. C., Liu, W., & MacCurtain, S. (2009). High performance work systems in Ireland: human resource and organizational outcomes. *The International Journal of Human*
11. *Resource Management*, 20(1), 112–125.
12. Hameed, A., & Waheed, A. (2011). Employee development and its effect on employee performance a conceptual framework. *International journal of business and social science*, 2(13).
13. Hampel P. S and Maris G. Martinsons, (2009), Developing international organizational change
14. theory using cases from China, *Human Relations*, 62(4), 459-499.
15. Hettiararchchi, H. A. H., & Jayarathna, S. M. D. Y. (2014). The effect of employee work related
16. attitudes on employee job performance: A study of tertiary and vocational education sector in Sri Lanka.
17. Khanifar, H., Moghimi, M., Jandaghi, Gh., & Zarvandy, N. (2009). Analysis of Relation between Elements of Trust and Organizational Commitment of Personnel (social welfare organization of Qom state and education organization of Qom state). *Journal of public Administration*, 1(2), 3-18.
18. Shuck, B., Reio, T.G. Jr, and Rocco, T.S. (2011), ‘Employee Engagement: An Examination of
19. Antecedent and Outcome Variables,’ *Human Resource Development International*, 14, 4, 427–445.
20. Sidharta, I., & Lusiana, D. (2014). Analisis faktor penentu kompetensi berdasarkan konsep knowledge, skill, dan ability (KSA) Di Sentra Kaos Suci Bandung. *Jurnal Computech & Bisnis*, 8(1), 49-60
21. White, M., & Bryson, A. (2013). Positive employee attitudes: How much human resource
22. management do you need? *Human Relations*, 66(3), 385–406.

International Journal of Advanced Research in Education and Technology

ISSN: 2394-2975

Impact Factor: 7.394