IMPACT OF WORKING ENVIORNMENT AS RETENTION STRATEGEY ADOPTED BY SMES

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Abstract

India is a growing service economy too and thus provides an opportunity for SMEs growth and achieves balanced growth. SMEs can in fact become the major engines that sustain growth for long term development of India. When growth becomes stronger, SMEs gradually assume a key aspect in industrial development and restructuring. They can satisfy the increasing local demand for services, which in return allows increasing specialization, and furthermore support larger enterprises with services and inputs. In India, the historical role of SMEs have vie a very important role for making ample opportunities for employment of millions however has come back to occupy secondary standing within the competition to confirm external orientation, achieving producing fight and to emerge as notable international player.

But complications in such problems as employment creation and neglect of the huge section of little and little unit's operative among a 'low-road' syndrome can be a significant roadblock to the arena. What is more important that it was to gain self-employment by implementing the innovative ideas & to exploit market opportunities in which entrepreneurs have set-up their firms. Indian SME are struggling to attract and retain talents. Most of the perspective employees consider brand name as a key factor in their decision whether to apply or not for a job in an SME. It is in those lakhs of Small and Medium Businesses (SMBs) across the country that we constantly rely on because they are the backbone of the Indian economy. However, the country's SMEs across different sectors are finding it hard to attract and retain talents many surveys has revealed this truth.

The objective of this paper is to study and review the effective retention strategies adopted by the companies and to find out most favourable practices towards their employees of the companies studied.

Source of data collection would be a primary data. A pilot study has been carried out at Mumbai through a questionnaire survey involving 50 respondents who are working in the

small scale industries in order to understand the policies implemented by the employers for its workers.

Favourable factors for the retention of employees would be measured and analysis would be done by using statistical tools. The research would enable us to find out that which are the most preferable and effective policies for the employees.

Keywords: Survival, retention, small scale industries, Business environment.

I.   INTORDUCTION

The small and micro enterprises have been playing vital role in the economic development of India. They utilized forty two million individuals of Asian nation and make 1,000,000 of jobs per annum. The small enterprise sector has continued to contribute vastly in making massive scale job opportunities across area method, helped cut back lay regional & rural-urban disparities in growth apparently, because the size of employment has ne'er been a part of the standards used for the official definition of tiny enterprises. SMEs are thought-about one among the 'driving forces' of recent economies owing to their varied contributions in terms of technological innovations, employment generation, and export promotion.

MSMEs account for a large share of all firms, constitute a major source of employment and generate significant domestic and export earnings in the Organization for Economic Co-operation and Development Countries, transition and developing countries. MSMEs nurture entrepreneurial talent, in addition to creating employment and fostering industrial development in an economy. SMEs are alleviating poverty around the world as well as increasing the social and economic participation of women, youth and minorities. MSMEs, by number, dominate the world business stage. Estimates counsel that over ninety fifth of enterprises across the planet are MSMEs, accounting for roughly 60% of private sector employment. The contribution of MSMEs to economic fundamentals varies considerably across countries : from 16% of GDP in low-income countries (where the sector is typically large but informal) to 51% of GDP in high-income countries.

Japan has the best proportion of SMEs among the industrial countries, accounting for over ninety nine of total enterprises. In South Africa, it is estimated that 91% of the formal business entities are MSMEs, worldwide MSMEs account for 52% of private sector (Ramarao, 2014) which provides a reasonable estimate for the sector's global economic contribution Thus they become important players in developing countries and economies with high unemployment. Technical education background in the form of diploma or degree (BE/ME/PhD) is a significant feature of entrepreneurship of the SMEs. MSMEs are usually additional common in rural areas than larger businesses particularly in developing countries like the Asian nation, providing most-needed employment in the geographical area. The employees working in SMEs are getting employment but their cue for professional growth is not satisfied.

II.   LITERATURE REVIEW

People are the most important aspect in order for any organization to run smoothly. In the current scenario we have got so many companies in the market creating immense competition by offering more and more benefits to its employees.

Validation of the scale from previous studies shows that psychological connection between the organization and the employee. Thus, reflecting on their Intent to Leave (Priyanka Singh et.al,2018)

Working hour's fluctuation and targets are the major reasons for attrition in pharmaceutical sectors Dr Somesh Kumar & Deepal Sinha (2013). Employees have much option in order to jump from one job to another they can easily shift because of the skills they are having.

Retention of employees in smes can be done through financial and non-financial incentives (Dr.A Shiralashetti, 2012). If the attrition rate is more for a company then it is a negative sign it mean either there is problem with the company or with the employee's progress issues in the organization.

Career development opportunities, supervisor support, operating surroundings, rewards and work-life balance of these are vital for retention. (Madiha Shoaib, Ayesh Noor Syed, Tirmi, 2009). Performance of an organization is primarily linked with the profits earned but we should always keep in mind that the profits of the organization is really earned by the employees working for the organization

(Bal Surahmaniyam, Mathiraja, 2013)Innovative in technological aspects in auto components electronics and machine tool leads to the growth of smes.

Management works hard in order involve employees in decision-making and encourages staff feedback on ideas for improving the business. Survival strategies for Indian smes in the global market are production of quality goods at comparative prices rather than competing with players of same scale. It is better to compete amongst them by forming some association and then take up the competition with giant multination. DR.O.M Ashtankar (2010)

Indiscipline in work culture hindering the growth of smes along with the financial and quality issues. Dr.Uma (2013)

If there is one line-manager who has some HR responsibility, but he/she is new to the role and has little personnel knowledge, which will be proving problematic & if the previous line-manager was on long-term sick leave, and the loss of this key member of staff caused severe disruption to the business which ultimately led to the devastating impact on the business. Hence the ownership comes back to the manager to put these employees in control while diverting their aspect from the goal of focusing on wider business aspects.

A bad manager can have a negative effect on business performance. If you can, invest time in training people in how to manage people. Over time, those things when put together will not just be good for the organization in terms of the quality of work that's done, they will have a bottom-line impact as well in terms of reducing staff and reducing turnover. One way to support the growth of local SMEs is to ensure that employers have access to human resource management tools which will aid in the recruitment, hiring, integration, and

retention of qualified employees. The economic performance of an economy is inextricably linked to the SME sector, and SMEs rely heavily on their people and their HRM practices for their success. Surveys conducted by many organizations like KFC has also find the importance of retention in improving the performance of the organization.

III.   OBJECTIVES

1. To identify working hours, Lighting & Ventilating as a company's policy affects the retention of employees
2. To understand where there is proper cleanness and rest intervals provided.

IV.   DATA AND METHODOLOGY

The study is exploratory in nature and is undertaken to explore the working environment factors determining the success of retention. The sample of the study compromises of 700 respondents from partly Thane District and remaining from Mumbai with registered small medium enterprises. Non-probability convenience sampling method was used to select the respondents.

Data Collection

Primary data for the study was collected through a self-structured questionnaire. The questionnaire consists of 5 close ended items based on 5 point likert scale (5-Highly satisfied to 1- highly dissatisfied).

The tools

Research Methodology	Parameters
Tools	
Research Methodology	Descriptive Design
Sampling Technique	Non-probability – convenience sampling
Sample size	100 (Uma Shekaran)
Respondents	Blue collar employees of SMEs.
Period	2016-2017
Source of Data	
a. Primary Data	Structured questionnaire – 9 questions (open ended and closed as well) with demographic details.
b. Secondary Data	Research papers from reliable sources
Evaluation Scale	5-pt Likert; Dichotomous
Limitations	a. Getting answers for open ended questions was difficult.
	b. Sample size itself

Correlations

Data analysis

The data is obtained by using statistical tool correlations in order to identify the co-relationship relationship between working hours lighting & Ventilation, Cleanness, Rest intervals is practiced by SMEs and how it affects work performance of the employees.

1.1 Working hours provided by the company is one of the factors which define working environment policy. In order to find out whether there is any relation between Consultative and participative decision making provided by the company and its how much the factor is important for Work satisfaction correlation is performed.

H01:- Working Hours as policy in the company will not affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

H1:- Working Hours as policy in the company will affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

Table No:- Working Hours * Work satisfaction

			Working Hours	Work satisfaction
Kendall's tau_b	Working Hours	Correlation Coefficient	1.000	.687**
		Sig. (2-tailed)	.	.000
		N	700	700
	Work satisfaction	Correlation Coefficient	.687**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700
Spearman's rho	Working Hours	Correlation Coefficient	1.000	.746**
		Sig. (2-tailed)	.	.000
		N	700	700
	Work satisfaction	Correlation Coefficient	.746**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700

Correlation is significant at the 0.01 level (2-tailed).

Inference: - Working hours has 74% impact on Work satisfaction. The above table shows that there is high correlation among working hours and how much does working hours affect the Work satisfaction of the workers. And the p value is less than .5 it is significant relationship with 74%. Hence we reject the null hypothesis (H01) & accept H1 therefore Working hours as a Company policy should be considered for the increasing work satisfaction & longer commitment among employees.

The next component of the working environment policy is lighting and ventilation, which is described in next result.

1.2 Lighting and Ventilation provided by the company is one of the factor which defines working environment policy. In order to find out whether there is any relation between Lighting and Ventilation provided by the company and how much the factor is important for Work satisfaction correlation is performed.

H02:- Lighting and Ventilation as policy in the company will not affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

H2:- Lighting and Ventilation as policy in the company will affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

Table No:- Lightning & Ventilation * Work satisfaction

			Lighting & Ventilation	Work satisfaction
Kendall's tau_b	Lightning & Ventilation	Correlation Coefficient	1.000	.427**
		Sig. (2-tailed)	.	.000
		N	700	700
	Work satisfaction	Correlation Coefficient	.427**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700
Spearman's rho	Lightning & Ventilation	Correlation Coefficient	1.000	.469**
		Sig. (2-tailed)	.	.000
		N	700	700
	Work satisfaction	Correlation Coefficient	.469**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700

**. Correlation is significant at the 0.01 level (2-tailed).

Inference: - Light and ventilation has 46% impact on Work satisfaction. The above table shows that there is low correlation among light and ventilation and how much does light and ventilation affects the Work satisfaction of the workers. And the p value is less than .5 it is significant relationship with 46%.We reject H1.it is statistically significant but the relationship is very low. Hence we reject the null hypothesis (H02) & accept H2 therefore Light and ventilation as a Company policy should be considered for the increasing work satisfaction & longer commitment among employees.

The next component of the working environment policy is cleanliness, which is described in next result.

1.3 Cleanliness provided by the company is one of the factor which defines working environment policy. In order to find out whether there is any relation between Cleanliness provided by the company and how much the factor is important for Work satisfaction correlation is performed.

H03:- Cleanliness as policy in the company will not affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

H3:- Cleanliness as policy in the company will affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

Table No:- Cleanliness * Work satisfaction

			Work satisfaction	Cleanliness
Kendall's tau_b	Work satisfaction	Correlation Coefficient	1.000	.554**
		Sig. (2-tailed)	.	.000
		N	700	700
	Cleanliness	Correlation Coefficient	.554**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700
Spearman's rho	Work satisfaction	Correlation Coefficient	1.000	.608**
		Sig. (2-tailed)	.	.000
		N	700	700
	Cleanliness	Correlation Coefficient	.608**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700

**. Correlation is significant at the 0.01 level (2-tailed).

Inference: - Cleanliness has 60% impact on Work satisfaction. The above table shows that there is high correlation among cleanliness and how much does cleanliness affects the Work satisfaction of the workers. And the p value is less than .5 it is significant relationship with 60%. Hence we reject the null hypothesis (H03) & accept H3 therefore Cleanliness as a Company policy should be considered for the increasing work satisfaction & longer commitment among employees.

The next component of the working environment policy is Rest Intervals, which is described in next result.

1.4 Rest Intervals provided by the company is one of the factor which defines working environment policy. In order to find out whether there is any relation between Rest Intervals provided by the company and how much the factor is important for Work satisfaction correlation is performed.

H04:- Rest Intervals as policy in the company will not affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

H4:- Rest Intervals as policy in the company will affect work satisfaction leading to more commitment towards the work. More Commitment towards the work by the employees means longer stay in the organization.

Table No:- Rest Intervals * Work satisfaction

			Work satisfaction	Rest Intervals
Kendall's tau_b	Work satisfaction	Correlation Coefficient	1.000	.608**
		Sig. (2-tailed)	.	.000
		N	700	700
	Rest Intervals	Correlation Coefficient	.608**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700
Spearman's rho	Work satisfaction	Correlation Coefficient	1.000	.668**
		Sig. (2-tailed)	.	.000
		N	700	700
	Rest Intervals	Correlation Coefficient	.668**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700

**. Correlation is significant at the 0.01 level (2-tailed).

Inference:-Rest interval has 66% impact on Work satisfaction. The above table shows that there is high correlation among Rest Intervals and how much does rest intervals affects the Work satisfaction of the workers. And the p value is less than .5 it is significant relationship with 66%. Hence we reject the null hypothesis (H04) & accept H4 therefore Rest interval as a Company policy should be considered for the increasing work satisfaction & longer commitment among employees.

After the analysis of minor factors and work satisfaction, employee's satisfaction level taking into working environment is checked with employee stay.

1.5 If the employees are satisfied with the working environment factors provided by the company they will stay longer with the organization. In order to find out whether there is any relation between employee satisfactions with regards to working environment policies factors provided correlation is performed.

H05:- Working environment Satisfaction and employees stay are not correlated.
H5:- Working environment Satisfaction and employees stay correlated.

Table No:-Satisfaction level*employees stay

			Satisfied WE	How long you are going to stay
Kendall's tau_b	Satisfied WE	Correlation Coefficient	1.000	.595**
		Sig. (2-tailed)	.	.000
		N	700	700
	How long you are going to stay	Correlation Coefficient	.595**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700
Spearman's rho	Satisfied WE	Correlation Coefficient	1.000	.672**
		Sig. (2-tailed)	.	.000
		N	700	700
	How long you are going to stay	Correlation Coefficient	.672**	1.000
		Sig. (2-tailed)	.000	.
		N	700	700

**. Correlation is significant at the 0.01 level (2-tailed).

Inference:-Working environment Satisfaction and Employees stay are significantly correlated at 0.01 level of statistical significance with the magnitude of Spearman's rho being 0.67; so the Null hypothesis (H05) is rejected. Working environment Satisfaction by the employees has 67.2% impact on employees stay. The above table shows there is high correlation among employees stay and how employees are satisfied as policy of the company. It is statistically significant as p value less than 0.05, the relationship is high.

Analysis: - There are four factors which are working hours, lighting and ventilation, cleanliness and rest intervals which comes under or defines working environment provided by the company. Out of the four factors coming under working environment policy provided by the company working hours has highest correlation of 74% with the importance for retention. Therefore working hours provided by the company is very important factor for retention to be considered. The second factor after working hours is rest intervals with impact of 66%.So rest intervals provided by the company is also important factor for retention. The third important factor for retention of employee is cleanliness provided by the company. It has 60.8% impact on retention. The fourth least important factor for retention of employee and affecting the Retention of the workers is lighting provided by the company. It has 46.9% low impact on retention. Working Environment has correlation of 67.2% with employee's stay. The Working Environment has impact with the employee stay in the organization. It means they are satisfied with Working Environment provided and likely to stay in the organization longer.

The next result shows the relationship of ratio variables with nominal variables in the study.

As gender is nominal variables and satisfaction level is ratio variable and in order to find out whether gender impacts the satisfaction level related to working environment policy mann-whitney test is performed.

H0:- Gender does not impacts Satisfaction level of employees

H1:- Gender impacts Satisfaction level of employees

Table No:-Mann-Whitney test on Gender*Satisfaction level

	Gender	N	Mean Rank	Sum of Ranks
How much does WE affect satisfaction level	Male	518	337.59	174870.50
	Female	182	387.25	70479.50
	Total	700		

	How much does WE affect satisfaction level
Mann-Whitney U	40449.500
Wilcoxon W	174870.500
Z	-3.008
Asymp. Sig. (2-tailed)	.003

a. Grouping Variable: Gender

Inference:-Since P value is less than 0.05, we reject H0, It means gender impacts satisfaction level. Further segregation is not done to find out which gender impacts more because the male count is more than females in the data. Therefore while formulating working environment as retention policy gender group should be considered.

The next nominal variable is marital status, now we have to check whether employee satisfaction level impacts marital status.

As marital status is nominal variable and satisfaction level is ratio variable and in order to find out whether marital status impacts the satisfaction level related to working environment policy mann-whitney test is performed.

H0:- Marital Status does not impacts Satisfaction level of employees

H1:- Marital Status impacts Satisfaction level of employees

Table No:-Mann-Whitney on Gender*Satisfaction level

	Marital Status	N	Mean Rank	Sum of Ranks
How much does WE affect satisfaction level	Married	441	363.44	160279.00
	Unmarried	259	328.46	85071.00
	Total	700		

| Test Statistics	
	How much does WE affect satisfaction level
Mann-Whitney U Wilcoxon W Z Asymp. Sig. (2-tailed)	51401.000 85071.000 -2.332 .020

a. Grouping Variable: Marital Status

Inference:-Since P value is less than 0.05, we reject H0, It means marital status impacts satisfaction level and whether the married and unmarried class impact more when it comes to working environment Cross tabulation is performed. Therefore while formulating working environment as retention policy marital status group should be considered.

Marital Status * How much does WE affect satisfaction level Cross tabulation

Count

		How much does WE affect satisfaction level					Total
		very low	low	moderate	high	very high	
Marital Status	married	42	63	35	196	105	441
	unmarried	35	56	7	112	49	259
Total		77	119	42	308	154	700
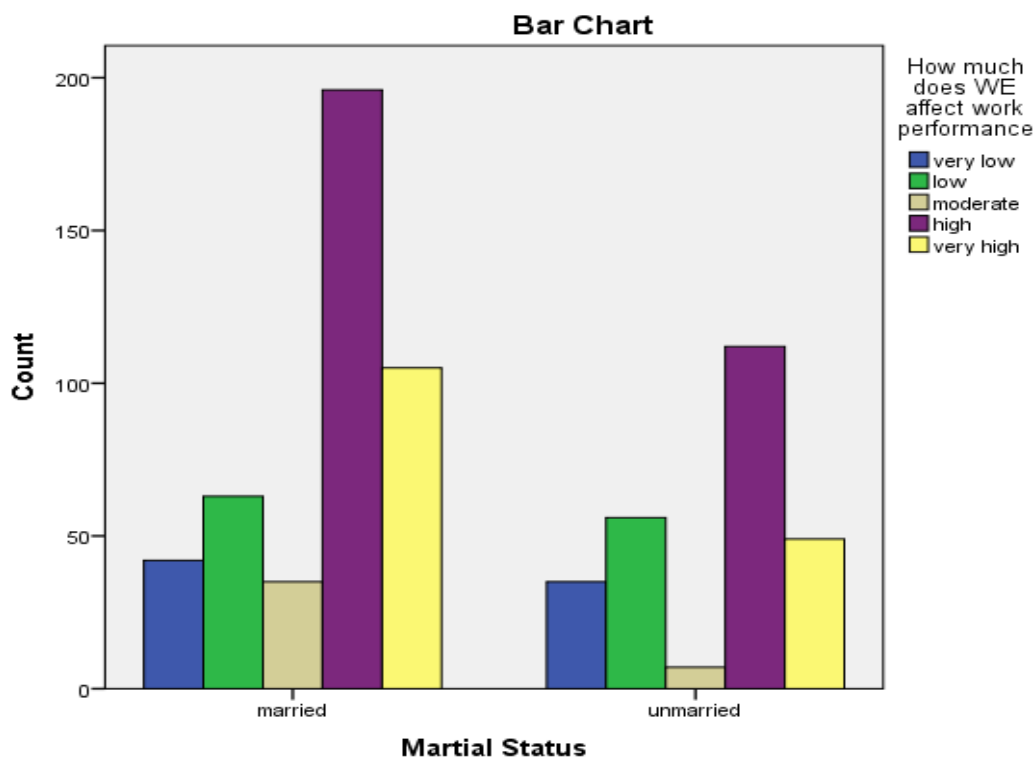
.

Bar Chart

Inference: - Out of 700 employee's 308 employees say that working environment affects satisfaction level and in that for married people it is impacting more. Therefore while formulating working environment as retention policy marital status group should be considered.

The next nominal variable is age group, the next table shows the relationship of age group with employee's satisfaction level.

As age group of employee is nominal variable and satisfaction level is ratio variable, in order to find out the relationship between age and satisfaction level and which group is more affected when comes to satisfaction level related to working environment policy Kruskal Wallis test is performed.

H0:- Age does not impacts Satisfaction level of employees
H1:- Age impacts Satisfaction level of employees

Table No:- Kruskal Wallis on Age* satisfaction level

	Age	N	Mean Rank
How much does WE affect satisfaction level	18-35 age group	329	338.06
	36-45 age group	259	328.46
	above 45 years	112	438.00
	Total	700	

|	How much does WE affect satisfaction level
Chi-Square	28.173
df	2
Asymp. Sig.	.000

a. Kruskal Wallis Test
b. Grouping Variable: Age

Inference: - Since P value is less than 0.05, we reject H0, It means Age impacts satisfaction level and now which age group is impacted more when it comes to working environment cross tabulation is performed. Therefore while formulating working environment as retention policy age group should be considered.

Table No:-Age * How much does WE affect satisfaction level Cross tabulation

| | | How much does WE affect satisfaction level | | | | | Total |
		very low	low	moderate	high	very high	
Age	18-35 age group	49	56	14	140	70	329
	36-45 age group	21	42	28	140	28	259
	above 45 years	7	21	0	28	56	112
Total		77	119	42	308	154	700
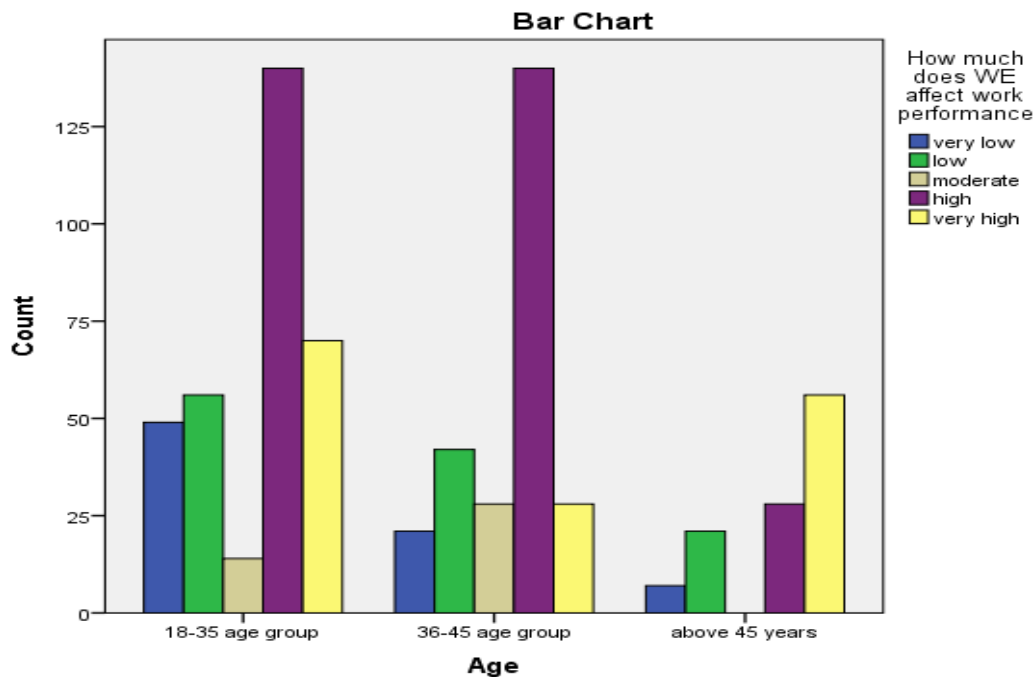
Bar Chart

Inference: - Out of 700 employee's 308 employees say that working environment affects satisfaction level and in that two groups (18-35 and 36-45) is impacted more. Therefore while formulating working environment as retention policy age group should be considered.

If the employees are satisfied with the working environment policy provided by the company they will stay longer in the organization therefore in order to check the relationship between them linear regression is performed. Linear Regression equation, if satisfaction for Working Environment increases the more likely employees will stay in the organization.

Table No:- Linear Regression on Satisfaction level*Working Environment

Model	Variables Entered	Variables Removed	Method
1	Satisfied WE	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: How long you are going to stay

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.442ª	.195	.186	1.435

a. Predictors: (Constant), Satisfied WE

Coefficientsª

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.809	.295		6.140	.000
	Satisfied WE	.581	.122	.442	4.747	.000

a. Dependent Variable: How long you are going to stay

The statistically significant equation that we get from regression is (How likely the employee is going to stay) = (1.809) + (0.581) x (Working environment Satisfaction)

Interpretation: - If the satisfaction level of working environment increases the more employees are going to stay in the organization longer. So working environment provided by the organization is important factor in terms of employee retention and increasing the satisfaction level.

After finding the linkage between working environment satisfaction level and employee staying longer in the organization by linear regression, now here we have to check which factor is the most affecting related with working environment and increases satisfaction

level. In order to find out in working environment factors which factor affects the most and increases satisfaction level therefore multiple regression is performed.

Table No:- Multiple Regression of Working environment

Model	Variables Entered	Variables Removed	Method
1	Working Hours	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

a. Dependent Variable: How much does WE affect satisfaction level

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.728a	.530	.525	.894

a. Predictors: (Constant), Working Hours

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	84.700	1	84.700	105.970	.000b
	Residual	75.133	94	.799		
	Total	159.833	95			

a. Dependent Variable: How much does WE affect satisfaction level
b. Predictors: (Constant), Working Hours

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.650	.288		2.258	.026
	Working Hours	.807	.078	.728	10.294	.000

a. Dependent Variable: How much does WE affect satisfaction level

The Regression Equation is as follows:-

Satisfaction level = (0.650) x (0.910) x (working hours)

Inference:-By the linear regression we came to know that there are relations between working environment satisfaction level and the satisfaction level and now by multiple regressions we came to know that among all the other factors working hours is the factor most affecting the satisfaction level.

In order to find out the consistencies of items on the scale of working environment factors reliability is performed. Reliability analysis of all the items in the scale is done by Cronbach alpha.

Table No:- Reliability analysis of Working environment items

Cronbach's Alpha	N of Items
.952	4

	Mean	Std. Deviation	N
Working Hours	3.48	1.170	96
Lightning & Ventilation	3.27	1.209	96
Cleanliness	3.42	1.167	96
Rest Intervals	3.42	1.176	96

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Working Hours	10.10	11.252	.878	.939
Lightning & Ventilation	10.31	11.228	.841	.951
Cleanliness	10.17	11.109	.905	.931
Rest Intervals	10.17	11.004	.913	.929

Inference:-The items are closely related with each other at 95%.It is a very good reliability. The items on the scale measure the working environment satisfaction level.

V.   FINDINGS

In this study it is understood that, that there are four variables which influences retention of employees and they are working hours, lighting & ventilation, cleanliness, rest intervals.

VI.   SUGGESTIONS

- The organization should provide stress free environment for employees by providing flexible working hours through job-sharing, week-end off and work from home so that the employees enjoy what they do making the work-place cheerful and fun-loving.

- The knowledgeable and skilled employee must be rewarded by the company for their best performance by giving periodical raise in salary and promotion.

VII.   CONCLUSION

Working hours, lighting & ventilation, cleanliness, rest intervals reduces the attrition rate and helps in retaining the employees. Retention of the employees reduces the cost of the product, increases productivity and condenses the brain drain of particular industry. SMEs have to provide their employees with the best working hours, lighting & ventilation, cleanliness, rest intervals. This will enable the employees to put their best in the Organisation.

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