

The Employer - Employee Perspective towards Retention Factors In Automobile Components Manufacturing Industries

***M. Usha**

****Dr. P. Palanivelu**

*Research Scholar (Management) & Assistant Professor, Karpagam University, Coimbatore-21

**Professor & Controller of Examinations, Department of Management Studies & Research, Karpagam University, Coimbatore-21

Abstract

Employee retention is one of the key challenges faced by industries in India. It has been observed that, according to (NSDC) National Skill Development Corporation towards their future outlook of 2022, there is a great demand for skilled employees in automobile component manufacturing industries within India and abroad. In today's context the auto component industries cannot afford to evade their critical workforce due to uncertainty of changing economy, increasing competition and scarcity of skilled workforce as this would in turn affect their bottom lines radically. This created the need for designing retention strategies and to be it as effective retention factors, as it is also important to know the employer and Employees perspective towards retention factors, to maintain a long term relationship.

The present study therefore not only aims at examining the retention factors influencing the Employees in the industry but also aims at finding out the employer and Employees perspective towards the retention factors adopted in the industries.

Key Words: NSDC - National Skill Development Corporation

Introduction

Employee retention issues are emerging as the most critical workforce management challenges of the immediate future. In fact, the dynamics of work environment will have to reflect a diverse population comprised of individuals whose motivations, beliefs and value structures differ enormously from the past and from one another. This phenomenon is especially true in the light of current economic uncertainty and following corporate downsizings when the impact of losing critical employees increases exponentially. Employers are facing a serious challenge of motivating and retaining the employees in an environment of increased uncertainties.

Employees want more money to stay back in the same industry. Reimburse sometimes becomes a justification and often shows up in exit interviews, most employees stay in industry because they have a trusting relationship with their employers and enhance career opportunities. ¹Building and maintaining a trusting two-way relationship is becoming harder between the employer and employees. If the employer and employees perspective towards retention factors are same then maintaining relationship among them becomes easy and retaining the employees within the industries is also possible. The study explores to identify the employer and employee perspective towards retention factors adopted in their automobile components manufacturing industries in Coimbatore district. This study focuses on the employer and employees in the industries and it offers the development approach to the employer and the employee.

Statement of the Problem

Earlier studies on retention mostly focused on analyzing the causes for employee leaving the industries, aiming at controlling attrition, and it was found that the causes varied from one industry to the other. Now employee retention focused on factors that influenced the employees to stay back in the Industry, to concentrate on those factors that hold back the employees. Last decade witnessed studies on attitude/behavioural changes of employees towards work and work relationships, as it was believed to predict turnover. This study focused to examine 1. What are the different types of retention factors that are adopted by the industries to retain their employees? 2. What is the most dominant factor that influences the employees towards the industries? 3. What do the employees perceive about the retention factor adopted in the industries? 4. What do the employers perceive about the provided retention factors? 5. Do the employers satisfy the employees? 6. What are the ways in which industries can improve their retention factors for effective performance?

Literature Review

Hay, M. (2005)², reveals about employee retention which plays a vital role in bridging the gap between the macro strategies and micro behaviour in Organizations. This is because it ensures stability and connects the experiences of individuals in Organizations on a continuous basis to the critical measures of success factors in the Organization. The decision of leaving the Organization is not easy for an individual employee as well as significant energy is spent on finding new jobs, adjusting to new situations, giving up known routines and interpersonal connection and is so stressful. Khan, and Rafique Ahmed (2011)³ this research paper aims at investigating effects of employees' perception of performance appraisal process on job satisfaction, organizational commitment and employee retention in the Pakistani banking sector. As a result a positive relationship has been found between performance appraisal process and employee job satisfaction, organizational commitment and employee retention. Sajuyigbe, A S et al (2013)⁴ exploits relationship between job satisfaction dimensions and turnover intentions among Nigerian banks' employees in Osogbo metropolis, south western Nigeria. Simple random sampling technique was adopted to collect data from one hundred and five (105) respondents from different fifteen banks through structured questionnaire. Both Pearson Product Moment Correlation Coefficient and Multiple Regressions Analysis were used to analysis the data with the aid of statistical package for social sciences (SPSS). The result showed that job satisfaction dimensions have negative relationship with turnover intentions. BidishaLahkar Das and Dr. MukuleshBaruah (2014)⁵ the study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them. BidyutBijoyaNeog and Dr. MukuleshBarua (2015)⁶

Research Gap

The Automobile industry plays a significant role in the supporting of economic development of the country. India needs to train auto component manufacturing industries manpower alone with the cooperation of employer to cater to the higher employment demand from the Indian automobile industry expected USD 165 to 175 billion by 2022 . Main objective of this study attempts to find out the perspective of employer and employee towards retention factors.

Objectives

- To examine the employers and employees perspective towards retention factors
- To assess the satisfaction level of employees in the Industries and
- To determine the strategies adopted for retention of employees in select automobile components manufacturing industries

Scope of the Study

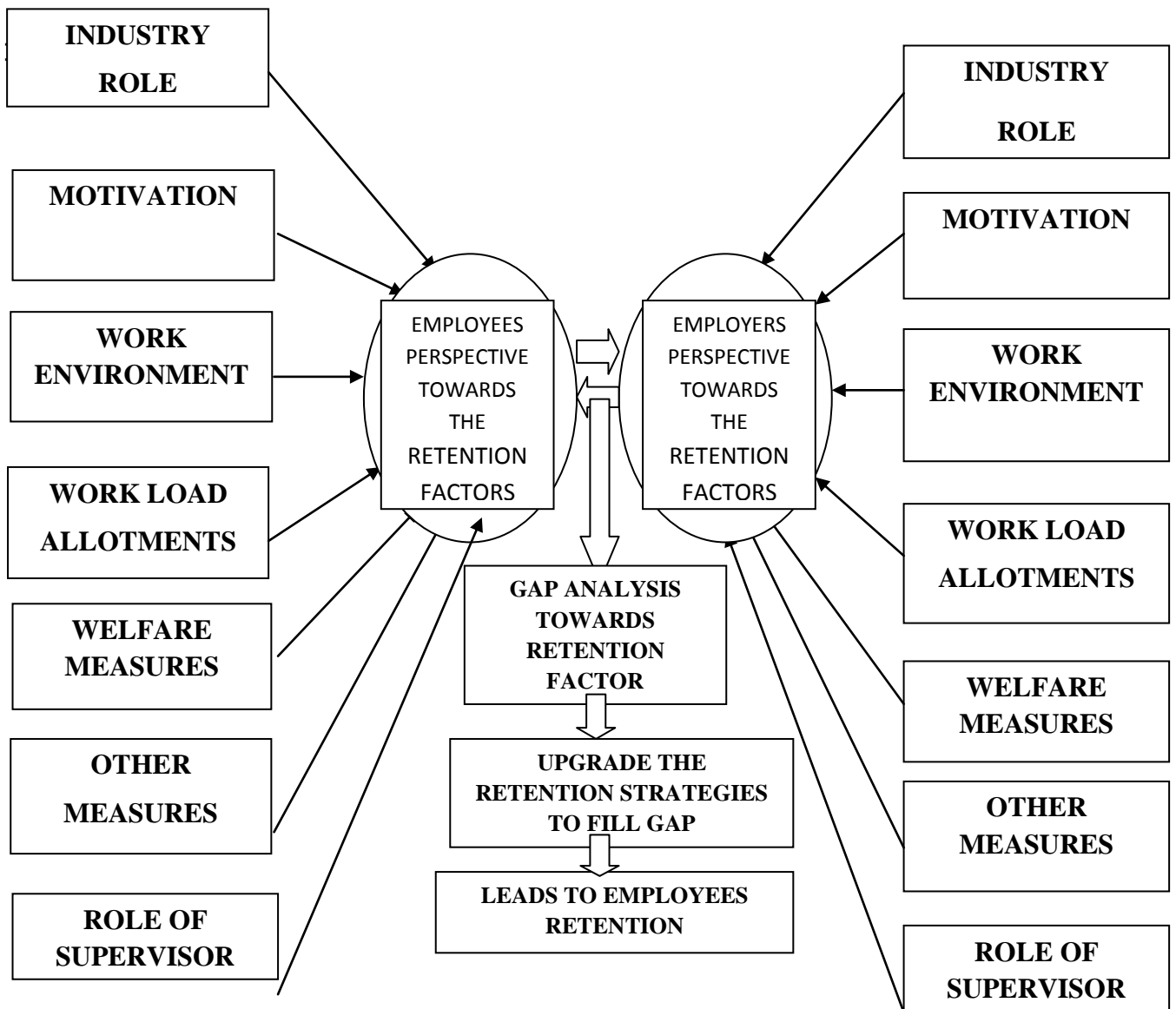
- The results of the study will be helpful in improving the effectiveness of retention strategies and in forming future retention strategies and
- The finding of the study would motivate the other sector to uplift the retention practices

Research Methodology

This study used a descriptive research design and multistage sampling method, by which, each and every member of the population or universe has an equal chance or probability of being included in the sample. The main source through which data is collected are: primary and secondary. The universe of the study comprises the automobile components manufacturing industries in Coimbatore district; who are the small and medium manufacturers of automobile components manufactures registered under the CODISSIA and who are the members of Southern Indian Engineering Manufacturers Association. There are 76 industries in Coimbatore, out of which 36 industries have more than 10 years of service with in which 50 percent of the Industries have been taken for the study; totally 18 industries, and in each Industry, 40 members were chosen, those who were direct employees, and 1 member is also chosen from the corporate level, who takes decision regarding retention factors in the industry. The data was collected from 720 employees and from 18 corporate members (employers) in the automobile industry (Appendix industry details-enclosed). Due to incompleteness 20 questionnaires are not taken for the study. Hence the sample size is 700. The statistical tools which are used in this study are percentage analysis, five point scaling technique, t-test and correlation

Model of the Study

Veldsman employee commitment model (2003)⁷, this model explains the relationship of various factors that affect the propensity of an employee to stay or leave an organization. In this study additional retention factors are included and also the model has taken in employer employee perspective. There are seven independent and two dependent variable, which finally leads to retain the employees within the industries, which are given as follows.



Source: SA Journal of human resource, 2005(Veldsman employee commitment model)

DATA ANALYSIS

TABLE NO: 1

Table Showing the Demographic Factors of the Respondents (Employees)

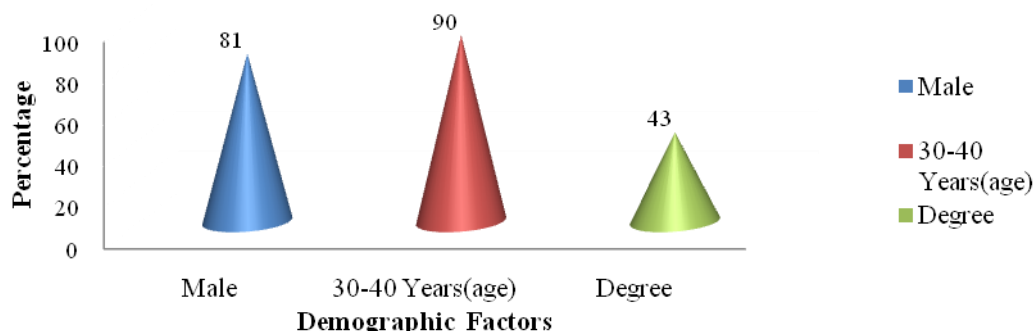
Gender	No. of Respondents	Percentage	Age	No. of Respondents	Percentage	Educational Qualification	No. of Respondents	Percentage
Male	568	81	Below 20 Years	-	-	Below SSLC	39	6
Female	132	19	20-30 Years	57	8	SSLC	39	6
			30-40 Years	631	90	HSC	141	20
			40-50 Years	-	-	ITI/Other Technical Trade Skill	177	25
			50 and above	12	2	DEGREE	304	43
Total	700	100		700	100			100

Source: Data collected and computed through the questionnaire

It is inferred from the table 1 that 81 percentage of the respondents are male ,90 percentage of respondents belong the age group between 30-40 years and 43 percentage of the respondents are degree holders. Hence it represents the democratic factors of the respondents selected for the study.

Chart No.: 1

Chart Showing the Demographic Factors of the Respondents (Employees)



Industry Role

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of agreeability relating to the perspective of employees, in response to industry role.

Table no.2 describes the results of t-test in terms of considered aspects relating to industry role, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 2

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Conveys the Mission Clearly	3.608	1.394	1.000	0.005	7.933	0.000	Significant
Job alignment	3.522	1.398	1.333	0.485	6.629	0.000	Significant
Tools and Resource Availability	2.185	0.754	1.166	0.383	5.709	0.000	Significant
Opportunity to Learn	2.644	1.237	1.500	0.514	3.912	0.000	Significant
Organizational Value	2.114	0.636	1.500	0.514	4.062	0.000	Significant

Source: Data collected and computed through the questionnaire

It is found from table no.2 that, the hypothesis is rejected (Significant) in all the 5 aspects.

It is concluded that there is significant difference between the employees and their corporate heads on their level of agreeability towards the considered aspects relating to the perspective of the employees in response to the industry role. It is identified that, the level of agreeability of the employees is significantly higher than their corporate heads. Hence, the employers have to arrange work related workshop and training programme retention factors and also the employees should encourage their employees to utilize properly towards the attainment of their goal and to persist them in the industries.

Motivation

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of agreeability relating to the perspective of employees, in response to motivation factor

Table no. 3 describes the results of t-test in terms of considered aspects relating to motivation, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 3

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Recognition	2.251	0.855	1.333	0.485	4.532	0.000	Significant
Work Expected	3.480	1.398	1.333	0.485	6.499	0.000	Significant
Financial and Non-Financial Motivation	2.314	0.943	1.333	0.485	4.392	0.000	Significant
Voluntary Participation	3.608	1.394	1.500	0.514	6.401	0.000	Significant
Empowered due to motivation	3.480	1.398	1.500	0.514	5.994	0.000	Significant

Source: Data collected and computed through the questionnaire

It is found from table no.3 that, the hypothesis is rejected (Significant) in all the 5 aspects.

It is concluded that there is significant difference between the employees and their corporate heads on their level of agreeability towards the considered aspects relating to the perspective of the employees in response to the motivation. It is examine that, the level of agreeability of the employees is significantly higher than their corporate heads. Hence the employers have to overcome by providing optional to the workers. It should therefore be entrusted to the HR department who should be solely responsible and accountable a robust retention process, starting from conducting research to implementing specific workers friendly strategies, which may explore the satisfaction level of workers.

Work Environment

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of satisfaction in response to the work environment.

Table no.4 describes the results of t-test in terms of considered aspects relating to work environment, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 4

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Ventilation	2.620	0.546	1.500	0.514	8.594	0.000	Significant
Washing and Spittoon facilities	2.637	0.510	1.500	0.514	9.338	0.000	Significant
Lighting	2.637	0.510	1.333	0.485	10.721	0.000	Significant
Tools and Equipment	2.620	0.546	1.500	0.514	8.594	0.000	Significant
Work Area	2.637	0.5100	1.500	0.514	9.338	0.000	Significant

Source: Data collected and computed through the questionnaire

It is found from table no 4 that, hypothesis is rejected (Significant) in all the 5 aspects.

It is concluded that there is significant difference between the employees and their corporate heads on their level of satisfaction towards the various aspects in response to the work environment. It is observed that, the level of satisfaction of the employees is significantly higher than their corporate heads. Hence even then the employers have the scope to retain their employees in their industries by making them participating in workers surveys and reviewing the work environment factor with the workers and top ranking the measures to be taken, this enhance the workers commitment , which will also enhances the morale and satisfaction of the workers.

Work Load Allotments

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of satisfaction in response to the work load allotments.

Table no.5 describes the results of t-test in terms of considered aspects relating to work load allotment, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 5

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Working Hours	3.254	1.284	2.000	0.005	4.141	0.000	Significant
Work Allocation	2.637	0.510	1.500	0.514	9.338	0.000	Significant
Authority and Responsibility	2.637	0.510	1.333	0.485	10.721	0.000	Significant
Guidance and Assistance	2.628	0.528	1.333	0.485	10.281	0.000	Significant
Freedom to work Independently	2.637	0.5100	1.500	0.514	9.338	0.000	Significant

Source: Data collected and computed through the questionnaire

It is found from the table no 5 that, the hypothesis is rejected (Significant) in all the 5 cases.

It is concluded that there is significant difference between the employees and their corporate heads on their level of satisfaction towards the various aspects in response to the work load allotments. It is revealed that, the level of satisfaction of the employees is significantly higher than their corporate heads. Hence the employees have the scope to make their employees remain in the industries.

Welfare Measures

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of satisfaction in response to the welfare measures.

Table no.6 describes the results of t-test in terms of considered aspects relating to welfare measures, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 6

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Salary	1.648	0.929	1.333	0.485	1.434	0.152	Not Significant
Incentive	1.031	0.174	1.333	0.485	-6.727	0.000	Significant
Bonus	1.031	0.174	1.500	0.514	-10.339	0.000	Significant
Education loan	1.365	0.481	1.833	0.923	-3.941	0.000	Significant
Promotion	1.348	0.476	2.000	0.005	-5.792	0.000	Significant
Canteen facility	1.031	0.174	1.000	0.005	0.763	0.446	Not Significant
Crunch facility	1.031	0.174	2.333	0.485	-29.008	0.000	Significant
Rest room facility	1.365	0.481	1.000	0.005	3.217	0.001	Significant
Medical facility	1.348	0.476	1.333	0.485	0.134	0.894	Not Significant
Training programmes	1.031	0.174	1.833	0.383	-18.422	0.000	Significant
Grievance and dispute settlement	1.365	0.481	1.333	0.485	0.281	0.778	Not Significant

Source: Data collected and computed through the questionnaire

It is found from table no.6 that, the hypothesis is rejected (Significant) in 7aspects, and accepted (Not Significant) in 4 aspects.

It is concluded that there is significant difference between the employees and their corporate heads on their level of satisfaction towards the 7aspects in response to the welfare measures. It is also very clear that, the level of satisfaction of the employees is significantly higher than their corporate head in those 7 aspects. In other 4aspects there is no significant difference between the Employees and their corporate heads on their level of satisfaction. Hence it's identified that, the level of satisfaction coincides with the employees and the corporate heads on 4 aspects of the welfare measures. Hence the employers have to concentrate on the 7 aspects

(Incentive, bonus, education loan, promotion, crunch facility, rest room facility and training programmes) to make the employees persist in the industries.

Other Measures

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of satisfaction in response to the other measures.

Table no.7 describes the results of t-test in terms of various aspects relating to other measures, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 7

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Recognition	1.348	0.476	1.833	0.383	-4.277	0.000	Significant
Relationship with superiors	1.031	0.174	1.833	0.383	-18.422	0.000	Significant
Infrastructure	1.031	0.174	1.833	0.383	-18.422	0.019	Significant
Programmes	1.365	0.481	1.833	0.383	-4.082	0.000	Significant
Career prospect	1.682	0.465	2.166	0.707	-4.286	0.000	Significant
Top Management Involvement	1.348	0.476	1.833	0.383	-4.277	0.000	Significant

Source: Data collected and computed through the questionnaire

It is found from the table no.7 that, the hypothesis is rejected (Significant) in all the 5 aspects.

It is concluded that there is significant difference between the employees and their corporate heads on their level of satisfaction towards the various aspects in response to the other measures. It is also found that, the level of satisfaction of the employees is significantly higher than their corporate heads. Hence the employers

have to coincidewith more with the perspective of the workers to retain them in the industries.

Role of supervisor:

Hypothesis: There is no significant difference between the employees and their corporate heads on their level of agreeability relating to the morale of employees, in response to role of supervisor.

Table no. 8 describes the results of t-test in terms of various aspects relating to role of supervisor, average score, standard deviation of their employees and their corporate head, t-value, p-value and their significance.

TABLE NO: 8

Aspects	Employees		Corporate Heads		t-value	p-value	Significant/ Not Significant
	Average Score	Standard deviation	Average Score	Standard deviation			
Enabling performance	2.475	1.502	2.000	0.005	1.342	0.180	Not Significant
Enhance the co-operation between Employees	1.794	0.823	1.500	0.514	1.507	0.132	Not Significant
Comfortable to talk with supervisors	3.212	1.855	1.500	0.514	3.911	0.000	Significant
Utilizing Strength	3.637	1.872	1.333	0.485	5.213	0.000	Significant
Employees Valued	3.637	1.872	1.333	0.485	5.213	0.000	Significant

Source: Data collected and computed through the questionnaire

It is found from table no.8 that the hypothesis is rejected (Significant) in the 3 aspects and accepted (Not Significant) in 2 aspects.

It is concluded that there is significant difference between the employees and their corporate heads on their level of agreeability towards the various aspects relating to the perspective of the employees in response to the role of supervisors in 3 aspects. It is also very clear that, the level of agreeability of the employees is significantly higher than their corporate heads only on the 3 cases. In other 2 aspects there is no significant difference between the employees and their corporate heads on their

level of agreeability. It is also examine that, the level of agreeability coincides with the employees and the corporate heads on 2 aspects of the role of supervisors. Hence the employers have to consider the 3 aspects (comfortable to talk, utilizing strength and employees valued) which enhance the workers to persist in the industries. Timely work retention factor along with the supervisor can be implemented to overcome the problem.

Findings

- It is inferred that, 81percentage of the respondents are male
- It is identified that, 90 percentage of respondents belong to the age group between 30-40 years
- It is noticed that, 43percentages of the respondents are degree holders.
- It is revealed from the study towards the perspective of industry role; the level of agreeability of the employees is significantly higher than their corporate heads.
- It is examined from the study towards the perspective of motivation; the level of agreeability of the employees is significantly higher than their corporate heads.
- It is revealed from the study carried out towards the perspective of the work environment; the level of satisfaction of the employees is significantly higher than their corporate heads.
- It is represented that towards the perspective of the work load allotment, the level of satisfaction of the employees is significantly higher than their corporate heads.
- Towards the perspective of the welfare measures, the level of satisfaction of the employees is significantly higher than their corporate heads in 7 aspects (Incentive, Bonus, Education load, Promotion, crunch facility, rest room and training programs). In other 4 aspects (salary, canteen facility, medical facility and grievance and dispute settlement), the level of satisfaction coincides with the employees and the corporate heads.
- It is examined towards the perspective of the other measures; the level of satisfaction of the employees is significantly higher than their corporate heads.
- It is found from the study that, towards the perspective of the role of supervisors, the level of satisfaction of the employees is significantly higher than their corporate heads in 3 aspects, (Comfortable to talk with supervisors, Utilizing Strength and employees valued). In other 2 aspects (Enabling performance and Enhance the co-operation between employees), the level of agreeability coincides with the employees and the corporate heads.

Suggestions to the Employers

- Vacillated medical facility arrangements have to be done in regarding to the intrinsic welfare measure to enhance the morale of the employees and also to coincide with the satisfaction of employees and the corporate heads.
- A counseling system may be established regarding counselingemployees for their grievance and dispute settlement, which will enhance employee's loyalty and increase the satisfaction level among employer and employees.
- It is suggested that employees want fair treatment and fair appraisal regarding the salary revision, so organizations need to bring fair policy and communicate it to their employees to make them to persist in the industries.
- The level of agreeability of the employees is significantly higher than their corporate heads towards the role of supervisor. Even then the supervisors have to

be trained towards timely work factor to enhance their efficiency to enabling the valuable assets (Employees) properly and effectively to bring out the co-ordination among them to attain the goal and also to retain them in the industries.

Conclusion

It is important for industries to recognize that competent employees as one of their greatest assets and they need to face the challenge of retaining them. To this end, industries can benefit from knowing whether retention reasons differ even in similar contexts, thus, adding another perspective to the management literature on comparing the retention management practice. Both employers and employees perspective may value different aspects while deciding upon what aspect is to be emphasized, to develop and retain the group of employees who have potential to lead the industry in the near future. On the basis of the results achieved from the present research, the study conclude that work environment, work load allotment, welfare measures, monetary, recognition, career prospects, industry role and role of supervisorfactorshave substantial roles in determining the retention management strategies of the two respective aspects and are considered to be the main components for retaining the employees.Successful industries will be those which adapt their organizational behavior to the realities of the current work environment where longevity and success depend upon innovation, creativity and flexibility.

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Appendix: industries details:

S.No.	INDUSTRIES
1	Promptech Engineering Syndicate Eachanari To Madukkarai Road, Madukkarai Post, Coimbatore
2	Ramm Precision Products Pvt Ltd Peelamedu, Coimbatore
3	Anamallais Engineering Pvt Ltd Coimbatore Road Mahalingapuram Post, Coimbatore
4	Trident Pneumatics Pvt Ltd Peelamedu, Coimbatore
5	Kala Auto-tex Chinnavedampatty, Ganapathy, Coimbatore
6	Sundar Enterprises Kurichi, Coimbatore
7	Manikam Radiators Pvt Ltd Subramaniampalayam G.N. Mills Po, Coimbatore
8	King Forgings and Engineering Pvt Ltd R.S.Puram, Coimbatore
9	P.K.R. Engineering Works Singanallur, Coimbatore
10	TextekElectroniksPvt Ltd Peelmedu, Coimbatore
11	Premier Engineering Works Edayarpalayam Kuniamuthur, Coimbatore
12	Nalla Alloys Pvt Ltd

	MTP Road K.Vadamadurai, Coimbatore
13	Sekar Auto And Engineering Components (I) Pvt Ltd Vaiyapalayam Via, Coimbatore
14	M.N. Auto Products Pvt Ltd Kanuvai Post, Coimbatore
15	Khaay-Zen Equipments Thadagam Road R.S.Puram, Coimbatore
16	Specturm CNC Machines Pvt Ltd Kuruchi, Coimbatore
17	Sri Gowrish CNC Pvt Ltd Chinnavedampatti Ganapathy, Coimbatore
18	Sree Alloys Precision (I) Pvt Ltd SS KulamKovilpalayam, Coimbatore