

A STUDY ON EMPLOYEE RETENTION OF HORVERT INC.

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

KOKULAVANEE S
Register No.41410174



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **KOKULAVNEE S 41410174** who carried out the project entitled "**A Study on Employee Retention of Horvert Inc.**" under my supervision from January 2023 to May 2023.

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06/05/2023

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DECLARATION

I **KOKULAVANEE S (41410174)** hereby declare that the Project Report entitled “**A Study on Employee Retention of Horvert Inc.**” done by me under the guidance of **Dr.S.DHIVYA BHARATHI,MBA.,Ph.D.**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 06/05/2023

PLACE: Chennai



KOKULAVANEE S

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr.S,DHIVYA BHARATHI. MBA.,Ph.D.** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

KOKULAVANEE S

CONSENT & COMPLETION LETTER IN COMPANY LETTER HEAD



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TO WHOMSOEVER IT MAY CONCERN

Sub: Project Completion Letter

We wish to confirm that **Ms. KOKULAVANEE S(Reg. No.: 41410174)**, who has completed first year MBA in Sathyabama Institute of Science and Technology, Chennai, has successfully completed the HR project in our concern titled **"A STUDY ON EMPLOYEE RETENTION OF HORVERT INC."** from 09.01.2023 to 15.04.2023.

During this tenure with us, the student's conduct & behaviour was observed to be good.

We wish success in all the future endeavors.

For **HORVERT INC.,**

P.KARTHIKEYAN

Authorised signatory



TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	(i)
	LIST OF TABLES	(ii)
	LIST OF CHARTS	(iii)
1	INTRODUCTION	
	1.1.Introduction	1
	1.2.Industry Profile	2
	1.3.Company Profile	3
	1.4.Statement of the problem	7
	1.5.Objectives of the Study	7
	1.6.Need for the study	8
	1.7.Scope & Significance of the study	8
2	REVIEW OF LITERATURE	
	2.1.Review of Literature	9
3	RESEARCH METHODOLOGY	
	3.1 Methodology	19
	3.2.Research Design	19
	3.3. Sources of Data	19
	3.4. Structure of Questionnaire	19
	3.5. Sample Size	19
	3.6. Period of study	19
	3.7. Tools for analysis	20
4	DATA ANALYSIS AND INTERPRETATION	
	4.1 Percentage Analysis	21
	4.2. Statistical Analysis	46
	4.3. Chi-square test	48
	4.4. Analysis using Karl Pearson's Correlation	51
	4.5. Weighted Average Method	52
5	FINDINGS,SUGGESTIONS AND CONCLUSION	

	5.1.Findings of the Study	53
	5.2.Suggestions & Recommendations	54
	5.3. Limitations of the study	54
	5.4.Conclusion	55
	REFERENCES	56
	ANNEXURE I - QUESTIONNAIRE	58
	ANNEXURE II – RESEARCH ARTICLE	60

ABSTRACT

The project titled “**A STUDY ON EMPLOYEE RETENTION OF HORVERT INC.**” was to identify which are the important factors affecting employee satisfaction in the HORVERT INC. The following factors have been identified with primary data collection using questionnaire methods: Job security; promotion; Ability; Interest; Status; Independence; achievement. The primary objective of this study is to know the different ways which are followed by HORVERT INC. to retain the employees. For accomplishing the objective of the study, a survey was conducted by preparing a structured questionnaire which contains multiple choices and ranking questions. In order to prepare effective questionnaire pilot survey most of the respondents were convenient in answering the questionnaire. Hence the same questionnaire was used for analyzing the main survey. The research study is of descriptive in nature. The descriptive study helps research to find out various characteristics of the population. Convenience sampling technique was adopted for selecting sample units from the population. A sample size of 130 respondents was selected. The statistical tool such as percentage method and chi square test was used for analyzing and interpreting the data. The findings and conclusion are made based on the response given by the selected customers.

LIST OF TABLES

S NO	DESCRIPTION	PAGE NO
4.1.1	Table showing Age of the respondents	21
4.1.2	Table showing Gender of the respondents	22
4.1.3	Table showing Marital status of the respondents	23
4.1.4	Table showing Experience of the respondents	24
4.1.5	Table showing Qualification of the respondents	25
4.1.6	Table showing Opinion on career growth and advancement	26
4.1.7	Table showing Satisfaction level of existing performance appraisal system	27
4.1.8	Table showing Satisfaction level of work atmosphere	28
4.1.9	Table showing Satisfaction level of job	29
4.1.10	Table showing Satisfaction level of training	30
4.1.11	Table showing Satisfaction level of welfare facilities	31
4.1.12	Table showing Average leave	32
4.1.13	Table showing Main reasons for employees' absenteeism	33
4.1.14	Table showing Measures will decrease absenteeism	34
4.1.15	Table showing Opinion on relationship with superior	35
4.1.16	Table showing Satisfaction level of current supervision system	36
4.1.17	Table showing Criteria's followed for promoting employees	37
4.1.18	Table showing Opinion on motivation by company's existing human resource policies	38
4.1.19	Table showing Satisfaction level of counseling	39
4.1.20	Table showing Satisfaction level of grievance handling procedure	40
4.1.21	Table showing Sufficient holidays	41
4.1.22	Table showing Measures to retain the employees	42
4.1.23	Table showing Satisfaction level of company policy and administration	43
4.1.24	Table showing Measures to bring down the employee turnover rate	44
4.1.25	Table showing Better measure in employee retention	45

LIST OF FIGURES

S No	Description	Page No
4.1.1	Chart showing Age of the respondents	21
4.1.2	Chart showing Gender of the respondents	22
4.1.3	Chart showing Marital status of the respondents	23
s4.1.4	Chart showing Qualification of the respondents	24
4.1.5	Chart showing Experience of the respondents	25
4.1.6	Chart showing Opinion on career growth and advancement	26
4.1.7	Chart showing Satisfaction level of existing performance appraisal system	27
4.1.8	Chart showing Satisfaction level of work atmosphere	28
4.1.9	Chart showing Satisfaction level of job	29
4.1.10	Chart showing Satisfaction level of training	30
4.1.11	Chart showing Satisfaction level of welfare facilities	31
4.1.12	Chart showing Average leave	32
4.1.13	Chart showing Main reasons for employees' absenteeism	33
4.1.14	Chart showing Measures will decrease absenteeism	34
4.1.15	Chart showing Opinion on relationship with superior	35
4.1.16	Chart showing Satisfaction level of current supervision system	36
4.1.17	Chart showing Criteria's followed for promoting employees	37
4.1.18	Chart showing Opinion on motivation by company's existing human resource policies	38
4.1.19	Chart showing Satisfaction level of counseling	39
4.1.20	Chart showing Satisfaction level of grievance handling procedure	40
4.1.21	Chart showing Sufficient holidays	41
4.1.22	Chart showing Measures to retain the employees	42
4.1.23	Chart showing Satisfaction level of company policy and administration	43
4.1.24	Chart showing Measures to bring down the employee turnover rate	44
4.1.25	Chart showing Better measure in employee retention	45

CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION

Employee retention is the process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they don't they would be left with no good employees. A good employer should know how to attract and retain its employees. Retention involves five major things. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. Corporate is facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There are many organizations which are looking for such employees. If a person is not satisfied by the job he's doing, he may switch over to some other more suitable job. In today's environment it becomes very important for organizations to retain their employees. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Employees stay and leave organizations for some reasons. The reason may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and adopting many strategies for employee retention.

Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. How to retain valuable employees is one of the biggest problem that plague companies in the competitive marketplace. Not too long ago, companies accepted the "revolving door policy" as part of doing business and were quick to fill a vacant job with another eager candidate. Nowadays, businesses often find that they spend considerable time, effort, and money to train an employee only to have them develop into a valuable commodity and leave the company for greener pastures. In order to create a successful company, employers should consider as many options as possible when it comes to retaining employees,

while at the same time securing their trust and loyalty so they have less of a desire to leave in the future.

1.2. INDUSTRY PROFILE:

Steel Fabrication is the process involved in shaping, cutting and assembling components which are designed with steel. Industries in the fabricated steel sector transform steel into intermediate or end products, other than machinery, metal furniture, or treat metals and metal formed products fabricated elsewhere. Important fabricated steel processes are forging, stamping, bending, forming, and machining, used to shape individual pieces of the metal; and other processes, such as welding and assembling, used to join separate parts together.

Market Outlook

The Steel fabrication market can be segmented based on type and end use industry. Austenitic stainless steel, super-austenitic stainless steel, ferritic stainless steel, martensitic stainless steel, and duplex stainless steel are the different types of stainless steel. The different types of stainless-steel fabrication market are classified based upon their crystalline structure. Austenitic stainless-steel products are widely used as compared to other stainless steel. It comprises austenitic crystalline structure, which exhibits a face-centered cubic crystalline structure. Super-austenitic stainless steel contains high amount of molybdenum, nitrogen additions, and nickel. It reduces the sensitization effect caused by high temperatures. www.entrepreneurindia.co The global structural steel fabrication market, in terms of revenue, was valued at US\$ 132.17 Bn in 2017. It is projected to expand at a CAGR of 4.24% during the period 2018 to 2026. Expansion of construction and automobile sectors across the globe and increase in number of manufacturing plants are key factors driving the structural steel fabrication market.

Indian Steel Industry

Steel fabrication industry in India has come a long way over the last few years from a remote traditional welding of some structures to the manufacture of complete designed and innovative sheet metal for diverse direct applications. Technological up-gradation in this sector has not only helped industry reduce delivery time but also the leak proof and accurate designing of the structure. In fact, fabrication industry which was considered until recently as the perennial business with new generations

automatically passed on to from the previous one, has seen many new players entering into this segment with automated machines for various applications.

As per an International Trade Administration report, the crude steel production continues to show significant growth with production increased by 47% between 2005 and 2017, which translates to 8 million metric tons in 2005 to 1.69 billion metric tons in 2017 respectively. High global demand with higher levels of production and global capacity utilization rate are some of the major factors responsible for relative growth in the steel industry. Almost all the sectors from industrial to residential utilize steel, which is creating a myriad of opportunities in the steel fabrication market. As of 2018, the global steel fabrication market size hovered around \$138 billion. Furthermore, the demand for steel fabrication will observe a notable CAGR of around 4.1% during the forecast period of 2019 to 2025.

APAC dominates the steel fabrication market due to rapid industrialization and several development projects and plans such as smart cities. Demand for steel fabrication is high in countries such as China, Japan, and India due to increasing in industrial activities. According to the US Geological survey, half of the world's steel production is attributed to manufacturing units in China that exports nearly 100 million tons worldwide. This is strongly influencing the steel fabrication market in APAC. Owing to the fact that steel fabrication demand is more in APAC countries, the region held the maximum demand share that was assessed around 60% in 2018.

1.3. COMPANY PROFILE:

Horvert Inc is a trusted trader, supplier and distributor of Material Handling Equipment and Storage Systems. We also offer several related services which include: design, consultation and delivery or distribution of a wide range of storage equipment and systems.

Horvert Inc. started as a Consultancy and Distribution firm in 2000, offering holistic material handling services. This is in response to the country's booming manufacturing industry that has resulted in a spiraling demand for warehouse and storage equipment and corresponding consultancy requirements. With our presence in the industry, we're able to fill this need. Our organization was started by a group of motivated engineers that always hit the nail on the head whenever they came out with brilliant ideas regarding our clients' concerns and material handling and storage solutions. Our committed team continued to grow, setting high quality parameters for ourselves. We

also have a sophisticated infrastructure that keeps us ahead. To store our growing consignment of storage equipment, we have built a state-of-the-art warehouse which houses our products in the most protective manner. Under the able guidance of our mentor Mr. S.S. Khasim, our Chennai, Tamil, Nadu, India-based organization continues to grow and provide industry-leading equipment, consultancy services, and other solutions that help increase our clients' productivity.

Our Key Customers:

Some of our key customers include Nokia Group, Chennai, Honeywell Group, Sunmar Group, Ipro Group, Chennai and Rane Group, and more.

PRODUCT PROFILE:

1.3.1. Material Handling Equipment

Horvert Inc. offer a comprehensive range of material handling equipment ideal for Food Grain handling. Our products in this range are renowned for high quality performance, durability, and design. We also guarantee timely delivery of products at leading market prices.

1.3.2. Storage Solutions

Horvert Inc. supply an extensive range of storage solutions that are durable and can handle various loads. Our product range abides by industry standard and we offer them at standard market price. We can also customize the range based on your requirements and needs.

1.3.3. MOBILE GANTRY:

Steel Coil Handling Mobile Gantry Crane Equipment is efficient Solution for Over Sized Out of Gauge Loads.

Advantages:

- Overall dimensions can be customized to suit the customer's application.
- Independent telescopic for maximum lift whilst also capable of passing under low heights.

- Independent lift allows lifting and lowering of coil/load.
- Rotating C-Hook for handling coils in both directions and rotating, manual or automatic option.

RUBBER TYRED MOBILE GANTRY

Capacity – 20T | upto 100 tons and above

Highly customisable to fit any load handling challenge. The Combi-MG is highly adaptable to your needs and can be built to dimensions specifically to suit your application. It can be fitted with a very wide range of lifting accessories to suit any application or industry. The Combi-MG can be equipped with a rotating C-hook for handling coils, which can be operated to roll in both directions and in manual and automatic operation. With capacities ranging from 80 tonne, it's a safe choice to go with the Combi-MG.

Concrete and precast civil structure | Handling structures meant for metro railway constructions | -Railway electrification towers

1.3.4. CAR MOVERS

Horvert Inc has a wide variety of car movers that enhances the safety and productivity of the transit.

Features of the Car Mover:

- Can lift up to 6000 LBS
- Effortless three-step hooking process.
- Build quality that promises exceptional durability
- Cost-effective option with a single operator
- Enhanced safety from potential threats or accidents

1.3.5. ELECTRIC OPERATED HAND PALLET TRUCK

This electric operated hand pallet truck can help you easily transport and lift pallets. It is an efficient companion in warehouses, stock rooms and other areas where you need to handle heavy loads.

1.3.6. SIDE LOADER:

Horvert Inc promoted Combilift sideloader can easily get through narrow and cramped spaces because of its design. Therefore, the lack of space would not be a limiting factor while you are moving goods in the warehouse. It also offers exceptional multi-directional steering abilities.

Additional benefits

- Our Side Loader Forklift is equipped with large tires that offer good grip in places where the ground conditions are not favorable.
- The design of the engine helps in the reduction of noise and allows for even weight distribution.
- High-driving speed for quick transportation

1.3.7. TILE FAN

Our world-class tiles fans are easy to install and designed for commercial spaces. They have a sleek design that is easy to maintain and clean. Our tile fans help optimize air circulation and reduce the load of air conditioners.

1.3.8. INDUSTRIAL FANS

ENERGY RECOVERY VENTILATORS

Our energy recovery ventilators are engineered for high performance. These ventilators help maintain fresh air in a facility and are great for eliminating dust, thereby preventing allergies.

PM2.5 PURIFYING VENTILATION FAN

The PM2.5 Purifying Ventilation Fan filters small inhalable particles, with diameters that are generally 2.5 micrometers and smaller. It also cleans odors and harmful gases for fresher air. With PM2.5 Purifying Ventilation Fan in your site, you'll be able to eliminate dust and prevent allergies among your employees.

1.3.9. INDUSTRIAL STORAGE SYSTEM

HEAVY DUTY PALLET RACKING SYSTEM

Our **Heavy Duty Pallet Racking System** are widely appreciated due to its high quality and durability. These are the complete solution for the industrial storage

systems. These are easy to install and are available in various patterns. Our provided products are ordered in bulk assortments by various industries and warehouses. These products are provided at the customers' stipulated place within the set time frame.

Features:

- Light in weight
- Durable finish standard
- Breakage resistant

1.3.10. KARDEX STORAGE SOLUTIONS:

SHUTTLE XP VERTICAL LIFT MODULE

The best-in-class vertical lift module will improve your storage capabilities.

1.4. STATEMENT OF THE STUDY

Selection of right as well as skilled employees is a tough task for an organization, but recently retention of employees is also a difficult one. All the organization are suffering to retain their employees because of head hunting of competitors. Information technology industry is facing this retention problem highly than any other industries in our country, So the researcher has taken this issue for his study in order to analyze the various factors that affecting employees attitude and trying to provide necessary suggestions and guidelines to stick the employees on their company.

1.5.OBJECTIVES OF STUDY

1.5.1.Primary objectives

- To study the effectiveness of employee retention in Horvert Inc.

1.5.2.Secondary objectives

- To find out how to reduce employee turnover
- To find out the reason for absenteeism
- To know the satisfaction level of employees towards their job
- To find out strategies used for the retention of employees

1.6. NEED FOR THE STUDY

- Horvert Inc. is an established company running successfully from 2000. There were nearly 130 employees working in the organization. Motivation is an important aspect which helps to retain the employees and perform better.
- To retain the best and the most suitable employee organization needs to provide proper career opportunities, working environment, compensation benefits and supervisor support to the employees.
- The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers.
- Research has shown that there may be many environmental features that can be created and maintained to give employees job satisfaction. Pay and benefits, communication, motivation, all seem to play a part as to whether employees are satisfied with their jobs, according to studies.

1.7. SCOPE AND SIGNIFICANCE OF THE STUDY

- The study could help the organization to know about the present employee Conditions. It Identify the factors responsible for employee retention. This study can recognize the people who are valuable in the organization.
- To identify areas and activities that has greatest potential in retaining employees. Creating an environment where people want to work and have fun, leading to high morale.
- This study helps to understand the work pressure and welfare facilities provided by the management and its impact on employees.

CHAPTER 2 REVIEW OF LITERATURE

2.1. REVIEW OF LITERATURE

Cornelins J.Kongi and Manule Richter (2021) Exit interviews as a tool to reduce departing employees' complaints about their former employer and to ensure residual commitment, Every employee has different reasons to leave and therefore exit interviews become one last time for employees to give a valid reasons. Totally 164 German employees were surveyed. The study focused that all those who experienced exit interviews were more residual effective committed towards their former employee and less complain about it. And all in all what was found was that the style of exit interviews depends upon reasons for resignation of employees. The study advised employers to conduct exit-conversation as two-way interactions rather than on one-way.

Harry, Molly (2021) NCAA exit interviews and surveys: Academic experiences of college Athletes, the objective of the following study was to conduct exit interviews and surveys with departing athletes, considering these factors as source for further understanding the college athlete experience. The study used 17 FBS institutions exit interviews and survey with 528 athletes understanding their athletes' academic experiences. Some of the factors that are considered are environment, academic services, time demands, coach support. The study says athletes overall had positive academic experiences and gratitude for academic experience.

Patrick D. Reynolds (2021) Faculty departure and retention at small liberal arts college, the departure of faculty can be disruptive to higher education colleges which can cause an interruption for teaching. Structured interviews were conducted with chief academic officers (CAOs) of 22 in total from liberal arts college with regard to why faculty members are leaving and the challenges that leaders face with turnover. Some of the major reasons why employees leave are lack of career development, having no proper work culture and environment.

Edward J. Lee (2020) A case study on job satisfaction and retention of Air force interns, the study was conducted to find out the factors that impart job satisfaction and retention of air force engineering in terms of smart and palace acquire intern programs. Semi structured interviews were conducted using transcripts surveys and exit interviews were analyzed. The study found that kind of work with the fulling of being

accomplished, self-recognized, work life balance are the reasons for employee not being retained.

Paul Z.Chin (2020) Exploring staff turnover, burnout and resilience in cytology reference laboratories: A workforce qualitative study, The main aim of this study was to find out staff turnover of cytology laboratory staff related to work workplace stressors and burnout. Semi structured interviews were used keep three concern in mind being work place, reasons to leave and strategies for coping with stress and it was found that there is a huge demand for productivity, strain related to microscopic screening and lack of work-life balance.

Michael Louis Simmons (2020) Employee retention strategies in US college and universities, the retention of leaders in US colleges and universities have negative impact over student's educational success and learning opportunities with the application of motivation - hygiene theory the aim of this case study was to find out and explore strategies adopted by colleges and universities leaders to retain employees. Study used semi- structured interviews to collect data with 5 university leaders and higher education leaders in mid-west region of US. Findings suggest that salaries and benefits to be increased and more opportunities for professional growth as to improve employee retention rates.

Michale D. Jackson (2019) Employee Retention, this study was conducted in Range Complex Fire Department (RCFD) from 1993-1998 for over five years and twenty one members have left the this department for various reasons. The major reasons were that the reduction of personnel budget and their was no replacement. The objective of this study was to find out the reasons for personnel leaving the department and suggest ways to improve employee retention. The study used descriptive and evaluation research methods, 7 interviews were conducted with upper management team of RCFP department. It was found that polices, involvement of members on various operations on a daily basis was not up-to the mark. The study also found that the upper management of RCFD is not communicating well on the importance of work. Later a committee was formed for permanent retention and ongoing recruitment effort.

Charong Chow(2019) Employee Retention is an ability of employee to keep employee on their payroll for over a period of time. It is an important priority for every organization to retain employee because higher cost of employee turnover, non-availability of candidates, competitive market. The author has sorted 12 ways for improving employee retention namely; i) Communication: employee must be treated

as partner with your internal communications in organization. It serves a platform that facilitates feedback, coaching, learning and social recognition. ii) Practice autonomy, purpose, and mastery: The practice of autonomy is to control over the decisions that drive your work. Purpose: the Company's mission or values must be clearly communicated and made understandable. Mastery: Provide feedback and the opportunity to develop their careers. iii) Develop a shared sense of purpose. iv) Employee recognition for their efforts and accomplishments. v) Develop collaboration between employee and manager. vi) Conduct employee feedback to assess talents. vii) Encourage cross-department al interaction. viii) Invest in employee engagement activities. ix) Open Communication with employees regarding policies, organization prospect or plan.

Archiver Article (2018) This article highlights five ways for keeping employees engaged and motivated in organization. i) Let Workers Control Their Schedules: It is the technique of creating favorable organization environment like flexi work hours, work from home, telecommuting where employees can be kept under less control or monitoring. ii) Build active employee community: Employees can be made active by nurturing their skills, strengthening, motivating with unified work culture. iii) Facilitate company Meetings iv) invest in Professional Development: promote employees through training and development to boost their enthusiasm level for improving their contribution and career advancement. v) Recognize Hard Work: Employee rewards and recognition is most important way for retaining employees. The employees must be praised for their outstanding contribution at workplace.

Henry Tran and Dauglas A. Smith (2018) Designing on employee experience approach to teacher retention in hard to-staff schools, in spite of having many retention strategies many school employers struggle with teacher turnover challenge. Keeping education leadership in mind the study talks about theory building methodology, the main theories related to career choice and Herzberg's motivation - hygiene. The empirical literature examines the needs of teachers in different stages of their career and also the strategic HRM so a school should design a supportive employee experience for teacher support. The suggestions were made in the study on staffing issues in hard-to staff secondary schools. Further the study concluded that moving from process focus to experience focused.

Laura Handrick (2018) In this article the author has enlisted five common reasons for higher employee turnover in organization. i) It's Not You, It's Me: Employee leave their organization due to personal problems as well interpersonal issues with co-workers or supervisors. ii) They Just Don't See the Benefit: Most of the employees are only motivated by more than just salary. Employees prefer to have extra mural facilities like low cost insurance, flexi work hours, work-from-home other than salary as a priority. iii) Bad Managers: Employee in organization leaves just because of their manager or team leader. Every manager seems to be their boss and not as a team member. The manager does not appreciate their work done by employee. iv) Toxic Workplaces: The term toxic means unhygienic work environment like poor restaurant, dirty washrooms, dirty restrooms, discrimination, sexual harassment and even unsettlement complaints or grievances. These environment leads to degrade the culture which results to low productivity and low morale of employee. v) Low Wages: Poor or low wage rate is the most important reason for employee turnover. The fair wage policy and prompt payment of wages results to motivate employee to stay back in organization.

Robert Half (2018) The efforts taken for designing key strategies to improve employee retention in organization and boost employee satisfaction deserves to focus attention in the area of employee-employer relations. i) Onboarding and orientation- onboarding newly hired employee in orientation program helps not only to learn the job but also to understanding people, system, company culture, goals, opportunities, issues and challenges. ii) Mentorship programs Mentoring employees under the guidance of experienced staff and not work supervisor can make new employees to learn at ease. iii) Employee compensation: Competitive compensation packages along with bonus, perks, health benefits and retirement plans distinguishing from other workplace always attracts employee. iv) Recognition and rewards systems- A practice of appreciating employee through innovative reward system or recognition program like extra smile, email, a gift card or extra day off makes employee feel better. v) Work-life balance- A healthy work life balance in the mode of extra day off after long working day, telecommuting and flexible work schedule improves job satisfaction. vi) Training and development- Manager must invest their workers for professional development which can help to seek opportunity and grow, attain short and long term goals of organization. vii) Communication and feedback: Honest and open communication between employee-employer for sharing ideas, queries, opinion and views helps to improve the

performance. viii) Fostering teamwork- Working together in team fosters a culture for accommodating style and talents by clarifying team objective, business goals and roles. This teamwork encourages every individual to contribute ideas and solutions. ix) Team celebration-Celebrating the success of achievement in the form of sharing mean, group excursion amongst team encourages the members to keep their spirit and enthusiasm.

Rusisun and Weijie Wang, (2017) Transformational leadership, employee turnover intention and actual voluntary turnover in public organizations. This research seeks to make efforts to find out the reasons for voluntary turnover in public organizations. The study used structural equation modelling method to find analyze and explore how transformational leadership makes a difference on employee's actual reasons for leaving the organizations, and research has provided the empirical evidence on relationship between turnover intention and actual turnover. So the study found by cultivating a collaborative culture in the organization, transformational leadership has a direct and indirect impact for preventing over employees from forming intentions to leave.

Peter S. Haule (2017) Assessment of the implementation of various teachers' retention strategies in private schools of Dar-Es-Salaam, with respect to huge labor turnover in private schools in Dar-Es-Salaam many private schools have curb the trend to find out why various teachers are leaving, keeping retention strategies in mind. The study found that all through many strategies have been formulated to retain the labor but the emphasis is being put on making maximum profits at low cost leading to low payments, no challenging role, lack of career advancement. In addition to this there is no proper leadership and lack of training and development. So important and effective implementation of various policies can lead to positive retention of teachers.

Everwise (2017) Employee Retention is reflection which comes from employee job satisfaction, pride of employer and their perception towards company. The following steps must be integrated to retention of employee: (i) Show Transparency: Every individual employee must be aware of organization mission, plans and goal. The openness towards transparency will improve honesty, value and pride of employee towards achieving organizational goal. (ii) Build Relationships: The culture of building relation between superior and subordinate will help in improving communication, co-ordination and foster peer-to-peer learning. (iii) Offer Opportunities

to Learn: Encountering with opportunity for employees to learn through new responsibilities, challenging task, team interaction, panel discussion at workplace will lead to improve their morale and honesty to stay back in organization. (iv) Develop Skills: By Identifying employee strength and competencies, the organization must design a career path for developing their skills which will make employees more active in their role. The layout of career path will motivate employee to invest their career in same organization. (v) Create Accountability Loops: The organization must create a loop so as to make employee accountable for their contribution. (vi) Measure Results: The quantitative benchmark towards work has to be measured. The consistent feedback on employee's performance will ensure right track to boost employee engagement.

Roy Osing (2017) Employee retention begins with recruitment process; hence it depends on hiring right person at right job. The job description must be defined clearly stating the values, work environment along with the expectation from candidate at the assigned job. The author highlights 05 essential conditions that will keep an employee away from leaving the organization. All these essentials are dependent on each other namely; i) Leadership: Retention of employee is enhanced by practices expelled from the culture of organization. The culture presents from the command control of leadership over his team. ii) Regular performance feedback: The assessment of employee performance has to be carried out regularly and in parallel the feedback of performance must be communicated to employee. iii) Career development plans: An appropriate career plan must be designed so as to make every individual to take over the future opportunities on the ability of his potentials. iv) Engagement culture: Effective employee engagement through interaction with leader brings people together. v) Hygiene factors: The prime stand of retaining employees is to satisfy their basic needs like pay and benefits, policies, motivation, leadership.

Dr. K. Balaji Mathimaran & Prof. Dr. A. Ananda Kumar, (2017) 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 findings of the study suggested that certain variables are crucial in influencing the employees' decision to either leave or remain in an organization. Such variables include training and Development, recognition/reward for good performance, a competitive salary package and job security.

Doug Lawrence (2017) Employee turnover is the greatest challenge around the globe and over the period of 2013 to 2018 is anticipated to be 23 percent. Mentoring is a technique can be incorporated along with the leadership style. The focus of mentoring can improve the personal and professional relational of employee. Mentoring acts as guidance for attracting and retaining the high-potential employee. Mentoring is also an effective tool for constructing organizational culture.

Comfort Osaro (2016) This study investigates the relationship between talent management and employee retention of oil firms in Rivers State. The objective of the study was to investigate the influence of talent management and employee retention of oil firms in Rivers State. The study adopted the survey research design. And conducted research on One hundred & sixty-six (166) questionnaires were retrieved, and the hypotheses were tested using the Spearman Rank Correlation. The result revealed that; there was a significant relationship between talent Employee Retention Management:: The study concluded management should be concerned about developing their employee's capabilities & performance by providing them the opportunities for career growth and development through proper guidance and feedback. And Talent attraction significantly and positively predicts supportive management of oil firms in Rivers State.

Dr. V. Antony Joe Raja & R. Anbu Ranjith Kumar, (2016) The research attempted to understand the opinion and attitudes of the various categories of employees of the SriSairam Hr. Sec. School, Prof Dhanapalan College for Arts and Science, Sri Krishna Engineering College towards the employee retention in the institution . The data was collected through well-structured questionnaires which contains closed end question. This survey was carried out in education institutions. The research design used for this study was descriptive in nature. A sample of 50 employees in each institution totally 150 samples helped to analyse their satisfaction level towards the institutions and provide valuable suggestions. This study revealed weak retention practices by the College in all of the established retention factors which include compensation and benefits, employee engagement, performance management, retention measures, and career development, hence; requiring an extensive review and modification of many administrative procedures which supposedly geared towards people management.

Anthony John Wilkinson (2016) Career-supported exit strategy: A critical Re-appraisal of the challenges facing the repatriates UK-Trained teacher, The study was made based on the finding of black and scott, perception based UK-Trained teachers returning to UK after serving sometime knowing limited employment prospect for themselves in UK schools with the notions of repatriation, employer branding and employment exit strategies this project emphasis on the role of lead teacher as organizational leadership and as manager to aim to uphold and enhance the well-being of staff and suggest employment exit strategies in international schools overseas. The study concluded that by adopting employment exit programme the employing school can maintain a good public image and care for employer by serving full engagement till the end of their employment.

Maqsood Haider.et al, (2015) This study examined the human resource (HR) practices that promote employee retention. Effective HR practices can reduce employee turnover and increase retention within an organization. A questionnaire was developed in this study with the help of literature to measure the identified HR practices and employee retention. The sample size of this study was 250. Regression analysis was performed to analyse the data. Compensation and culture has a positive relationship with employee retention whereas training and development has a negative one. The suggested the management to devise the effective strategies to improve the employee retention.

Steve Olenski (2015) In this article the author has highlighted seven (07) effective ways of retaining employee which are namely; i) Selective Hiring: The organization must always make sure that they have right employee at the beginning. Hence, the retention of employee begins right from selection process. ii)Competitive Benefits Package Salary: If organisation wants to keep going with existing employee, then organization must offer competitive salary and benefit considering their skill, experience, supply, geographical location and work seniority. iii)Comfortable Work Environment and Culture: The work place must be safe and comfortable which can bring aesthetics value and bring happiness for employee. iv) Offer Training: Enhancement of employee skill must be done regularly to cope up the need of market. v) Listen to Them: Employees must be encouraged to express their opinion or view. vi) Reviews: To set, define and accomplish the organizational goal, regular review must be taken andcommunicated.vi) Recognize Accomplishments: To make

employee stay long with organization their accomplishment must be given due recognition in form of cash prize, rewards or hand-written note.

Dr.Mitra Mehta and Aarti Kurbetti and Ravneeta Dhankha (2014) This review paper main objective is to identify the best practices and methods adopted by various organizations across industries to help enhance commitment and employee retention. Focused about the various HR practices that help employee retention and foster employee commitment in the organization. They stressed employee retention is the top priority of organizations due to increasing competition. They analyzed these HR Practices -compensation and benefits, hiring, administration, organisation development, employee motivation, wellness, benefits, safety, communication, performance management, and training ,talent acquisition i.e. recruitment, selection, training and development, reward management, performance appraisal etc.

Muppuri. Nagabhaskar (2014) This theoretical paper investigated motivational factors that influence employee retention and examined their impacts on both organizations and employees. This paper argues the motivational factors that are crucial in influencing employee retention are financial rewards, job characteristics, career development, recognition, management and work-life balance. This research sought to identify factors that affect employee retention and predict ways that the organization can improve on current practices.

Atif Salman et .al (2014) This study is an attempt to investigate the factors of employees' retention in the banking sector of Karachi, Pakistan and find out its impact on the performance of Banks. The study focused on the primary data, which has been collected through closed ended questions with a five point Likert Scale. The study used purposive sampling technique to capture the response of bankers. The collected data has been examined and evaluated through Statistical Package for Social Sciences (SPSS). The results of data have been critically examined through each and every angle and hence, they reached on the finding of the research. The study concluded that there is a strong relationship between Employees' motivation and employees' retention among employees of banking whereas employees' training and development has no relationship with employees' retention. It is suggested that banks should mold their policies regarding employees' training and development, which will help banking sector to retain employees for longer time.

Victor Oladapo, (2014) This study sought to understand the challenges and successes of talent management programs and the reasons why some companies choose not to have a program. This study also tested the predictive power of job security, compensation and opportunity on retention rates. The data in this study found that for the organizations sampled with a talent management program (69% of those studied), participants overwhelmingly recognized the strategic value of an effective talent management program despite significant challenges to implementation. Participants cited opportunity for job advancement as the most significant factor affecting retention rate. For the organizations sampled without a talent management program (the remaining 31% of those studied), while nearly all HR managers' support talent management, the primary reason given for the lack of a program is the absence of executive management support. The study further revealed that job security, compensation, and opportunity for advancement were not found to have predictive value for employee retention rates.

N. Hemalatha & Dr. A. Savarimuthu ,(2014) The objective of this study was to assess the level of satisfaction of employee retention techniques at GB Engineering Enterprises PVT Limited., Trichy. The study found that there is no significant association between educational qualification of the respondents and their overall retention techniques. This indicates that majority 55 %t of the respondents felt that the retention techniques of management are high and others felt its low.

Marie Rose Muir and Lin Li (2014) The review paper mainly identified a theoretical framework with two levels of turnovercollective and individual turnover. They probed into each level and elaborated on the top factors in each domain. And focused the effects on turnover and retention strategies are included for each factor. In their analysis they considered the following factors. Advancement opportunities, Constituent attachments, Extrinsic Rewards ,Flexible work arrangements, Investments ,Job satisfaction, Lack of alternative ,Location, Non work influences, Organizational commitment, Organizational justice ,Organizational prestige...etc

Keith McIlvane (2013) Corporate Culture is an important part of any organization. The culture is an intangible system which builds the bonding, trust and environment among employees. The work culture includes communication, challenging job, proactive approach, team-spirit, leadership, peer-relation, co-operation and co-ordination. The favorable work culture encourages workforce to retain themselves in organization.

CHAPTER 3 RESEARCH METHODOLOGY

3.1.METHODOLOGY

Research methodology is a way to systematically solve the research problem it guides us to how research is done scientifically. It consists of different steps that are generally adopted by a researcher to study his research problems along with logic behind them. The research methodology by itself is a process. It has a many stages of activities, grouped together yield the solution to the problem.

3.2.RESEARCH DESIGN

The pattern in which research is carried out to arrive at a conclusion or to find new relationship within a particular frame-work is called research design. Research design may be grouped into various classes. Any such classification of research design can be established.

3.3.SOURCE OF DATA

Data collection is the term used to describe a process of preparing and collecting data.

3.3.1.PRIMARY DATA

It consists of information collected for the specific at hand. Here it is called by survey methods, from the employee at HORVERT INC.

3.3.2.SECONDARY DATA

The secondary data on the other hand are those which have already been collected by someone else and which have already been passed through the statistical process. It is collected from internal records of the company and manuals.

3.4.STRUCTURE OF QUESTIONNAIRE

Questionnaire was divided into two sections first part was demographic variable questions and the second part contained the respondents' opinions about employee retention strategies, working environment, rewards recognition and training programs.

3.5. SAMPLE SIZE

It refers to the number of elements to be included in the study. Sample size is complex and involves several qualitative and quantitative considerations. Sample size is 130.

3.6. PERIOD OF STUDY

The period of study is from January 2023 to March 2023 which is three months of study.

3.7. TOOLS FOR ANALYSIS

Statistical tools are involved in carrying out a study include planning, designing, collecting data, analysing, drawing meaningful interpretation, and reporting of the research findings. The tools used are

1. Chi-square test
2. Anova test
3. Percentage Analysis
4. Weighted Average Method

3.8. HYPOTHESIS

CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho):

There is a relationship between the Age and growth and advancement

Alternate hypothesis (H1):

There is no relationship between the Age and growth and advancement

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the employee's absenteeism and decrease absenteeism.

Alternate hypothesis (H1)

There is no significance difference between the employee's absenteeism and decrease absenteeism.

CHAPTER 4 DATA ANALYSIS AND INTERPRETATION

4.1.PERCENTAGE ANALYSIS

TABLE NO: 4.1.1 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR AGE

Age	No of respondents	Percentage
Below 25	36	43%
26 – 30	25	30%
31 – 35	12	15%
36 – 40	6	7%
41 & above	4	5%
Total	83	100

Source: Primary data.

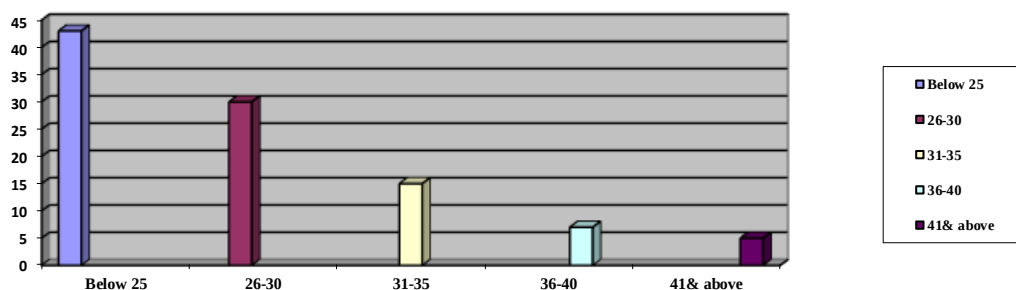


CHART NO: 4.1.1 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR AGE

INFERENCE:

From the above table, it is observed that 43 per cent of the respondents are in the age group of less than 25, 30 per cent of the respondents are in the age group of 26 – 30, 15 per cent of the respondents are in the age group of 31 – 35, 7 per cent of the respondents are in the age group of 36 – 40, 5 per cent of the respondents are in the age group of above 40.

TABLE NO: 4.1.2 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR GENDER

S no	Gender	No of respondents	Percentage
1	Male	70	84%
2	Female	13	16%
	Total	83	100

Source: Primary data.

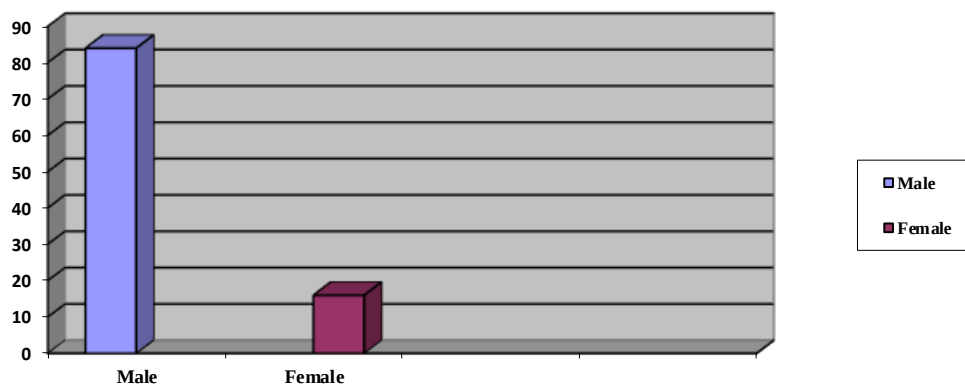


CHART NO: 4.1.2 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR GENDER

INFERENCE:

From the above table 84 per cent respondents are male, 16 per cent respondents are female.

TABLE NO: 4.1.3 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR MARITAL STATUS

S no	Marital status	No of respondents	Percentage
1	Married	60	72%
2	Unmarried	23	28%
	Total	83	100

Source: Primary data.

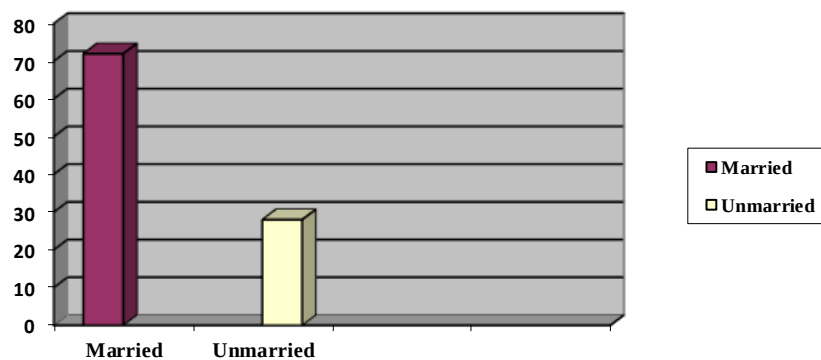


CHART NO: 4.1.3 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR MARITAL STATUS

INFERENCE:

From the above table 72 per cent respondents are married, 28 per cent of respondents are unmarried.

TABLE NO: 4.1.4 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR EXPERIENCE

S No	Experience	No of respondents	Percentage
1	Less than one year	11	13%
2	One to three years	30	37%
3	Three to six years	36	43%
4	More than six years	6	7%
	Total	83	100

Source: Primary data.

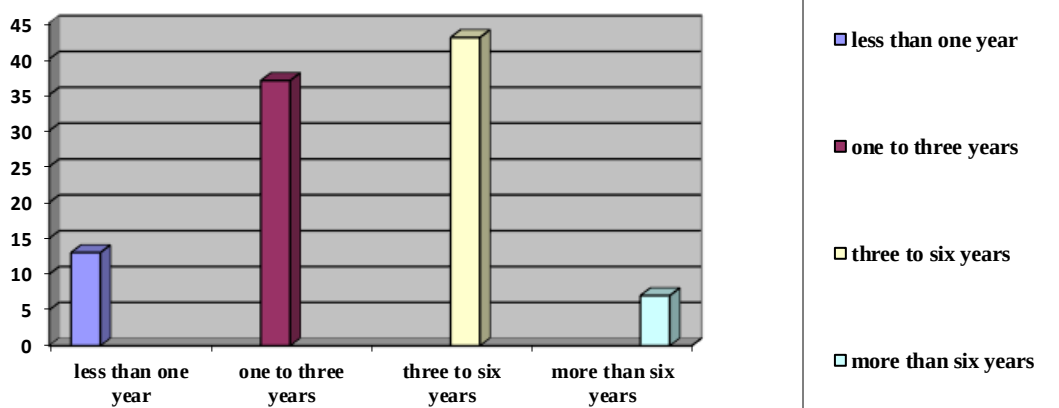


CHART NO: 4.1.4 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR EXPERIENCE

INFERENCE:

From the above table 13 per cent of respondents have less than 1 year of service, 37 per cent of respondents have 1 to 3 years of services, 43 per cent of respondents have 3 to 6 years of services and 7 per cent of respondents have more than 6 years of experience.

TABLE NO: 4.1.5 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR QUALIFICATIONS

S no	Qualifications	No of respondents	Percentage
1	UG	66	80%
2	PG	17	20%
	Total	83	100

Source: Primary data.

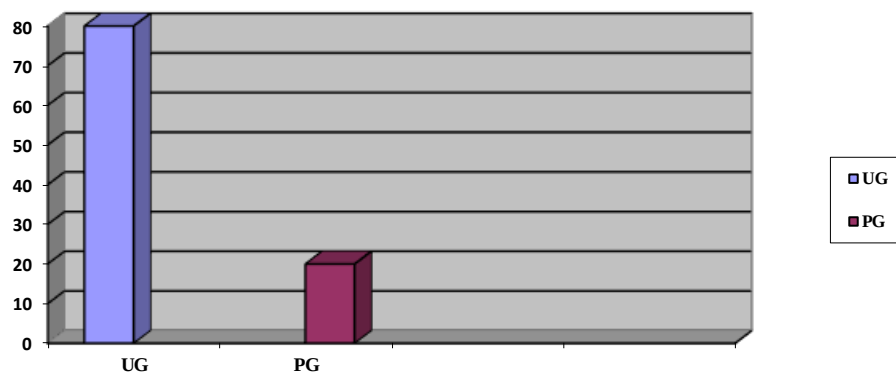


CHART NO: 4.1.5 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR QUALIFICATIONS

INFERENCE:

From the above table 80 per cent of respondents are finished UG, 20 per cent of respondents are finished PG.

TABLE NO: 4.1.6 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON CAREER GROWTH AND ADVANCEMENT

S No	Opinion	No of respondents	Percentage
1	Strongly agree	12	14%
2	Agree	37	45%
3	Neither agree nor disagree	27	33%
4	Disagree	7	8%
5	Strongly disagree	0	0%
	Total	83	100

Source: Primary data.

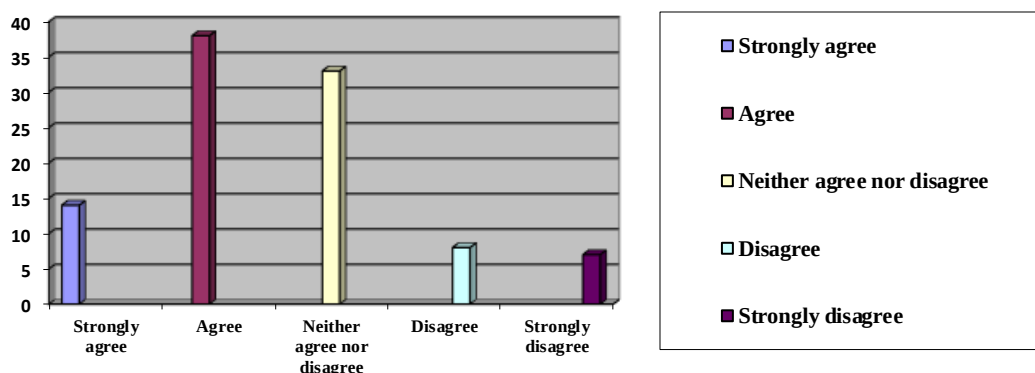


CHART NO: 4.1.6 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON CAREER GROWTH AND ADVANCEMENT

INFERENCE:

From the above table, it is observed that 14 per cent of the respondents are strongly agree, 45 per cent of respondents are agree, 33 per cent of the respondents are neither agree nor disagree, 8 per cent of respondents are disagree, none per cent of the respondents are strongly disagree on career growth and advancement.

TABLE NO: 4.1.7 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR CTION LEVEL OF PERFORMANCE APPRAISAL SYSTEM

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	12	11%
2	Satisfied	42	48%
3	Neutral	26	37%
4	Dissatisfied	3	4%
5	Highly dissatisfied	0	0%
	Total	83	100

Source: Primary data.

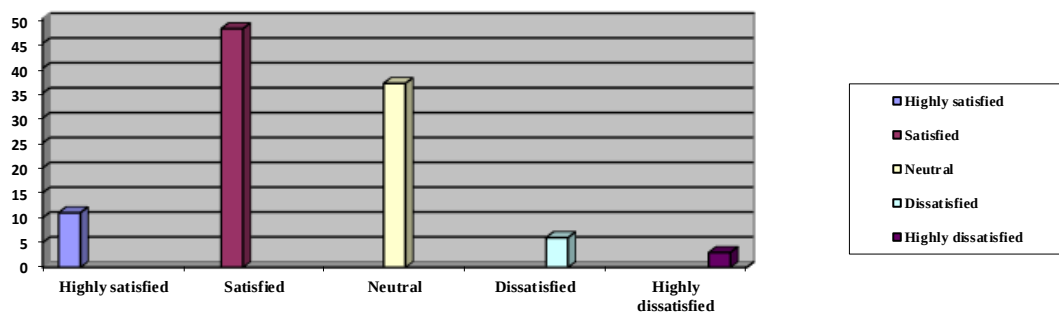


CHART NO: 4.1.7 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF PERFORMANCE APPRAISAL SYSTEM

INFERENCE:

From the above table, it is observed that 11 per cent of the respondents are highly satisfied, 48 per cent of the respondents are satisfied, 37 per cent of the respondents are neutral, 4 per cent of the respondents are dissatisfied and none of the respondents are highly dissatisfied on existing performance appraisal system.

TABLE NO: 4.1.8 TABLE SHOWING DISRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON WORK ATMOSPHERE

S No	Opinion	No of respondents	Percentage
1	Excellent	38	41%
2	Very good	28	39%
3	Good	9	10%
4	Poor	5	6%
5	Very poor	3	4%
	Total	83	100

Source: Primary data.

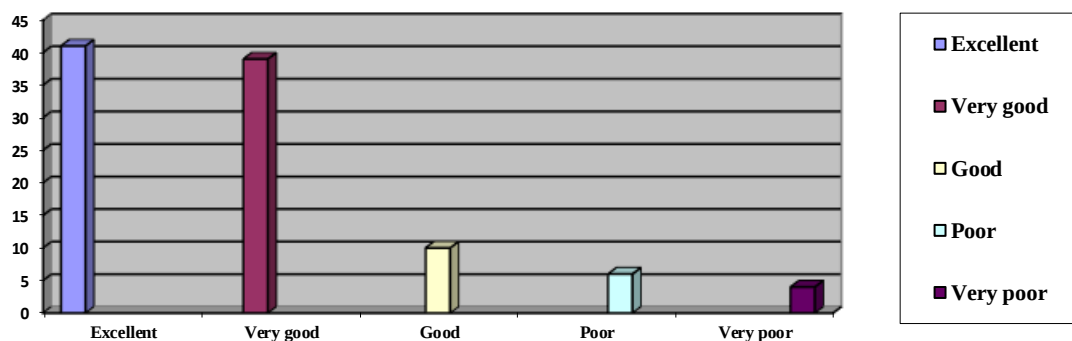


CHART NO: 4.1.8 CHART SHOWING DISRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON WORK ATMOSPHERE

INFERENCE:

From the above table, it is observed that 41 per cent of the respondents are feel excellent, 39 per cent of the respondents are feel very good, 10 per cent of the respondents are feel good, 6 per cent of the respondents are feel poor and 4 per cent of the respondents are feel very poor with the work environment of company.

TABLE NO: 4.1.9 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION OF THE JOB

S No	Opinion	No of respondents	Percentage
1	Yes	79	93%
2	No	4	7%
	Total	83	100

Source: Primary data.

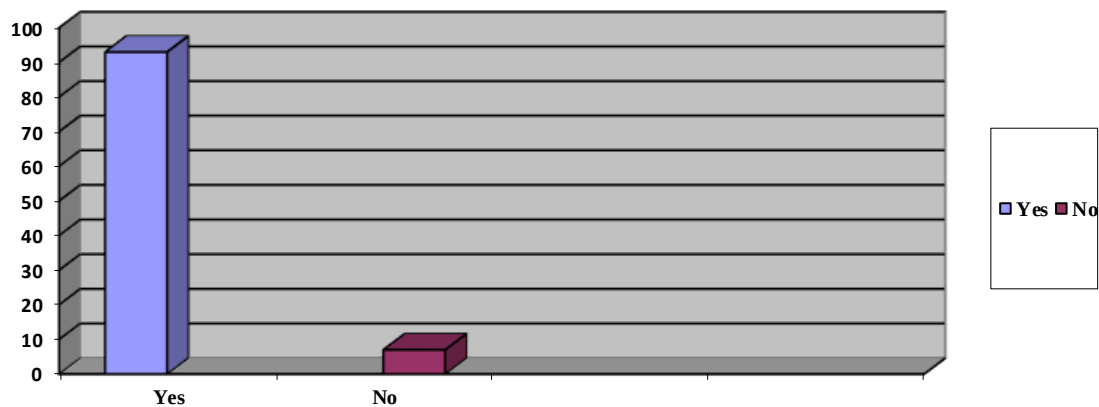


CHART NO: 3.1.9 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION OF THE JOB

INFERENCE:

From the above table, it is observed that 93 per cent of the respondents are satisfied with their job and 7 per cent are dissatisfied with their job.

TABLE NO: 4.1.10 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF TRAINING PROVIDED BY COMPANY

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	7	9%
2	Satisfied	43	52%
3	Neutral	29	35%
4	Dissatisfied	3	3%
5	Highly dissatisfied	1	1%
	Total	83	100

Source: Primary data.

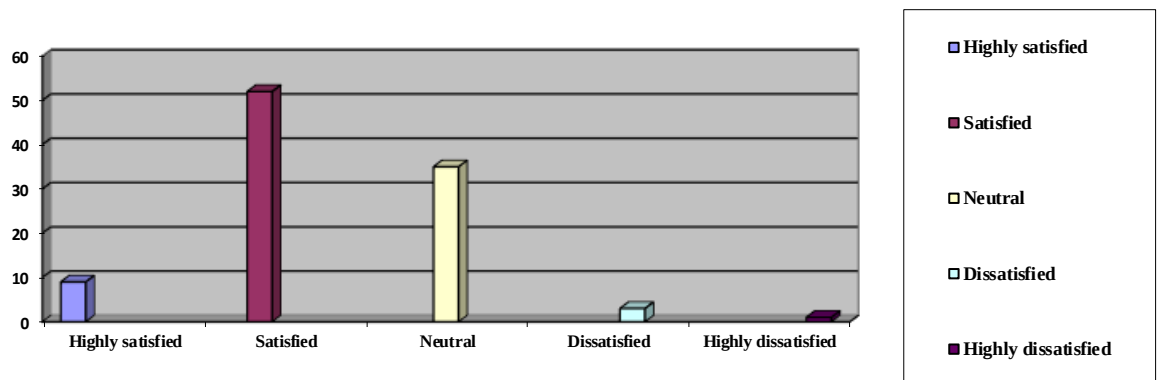


CHART NO: 4.1.10 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF TRAINING PROVIDED BY COMPANY

INFERENCE:

From the above table, it is observed that 9 per cent of the respondents are highly satisfied, 52 per cent of the respondents are satisfied, 35 per cent of the respondents are neutral, 3 per cent of the respondents are dissatisfied and 1 per cent of the respondents are highly dissatisfied with the training provided by company.

TABLE NO: 4.1.11 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF WELFARE FACILITIES

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	24	29%
2	Satisfied	33	40%
3	Neutral	25	30%
4	Dissatisfied	1	1%
5	Highly dissatisfied	0	0%
	Total	83	100

Source: Primary data.

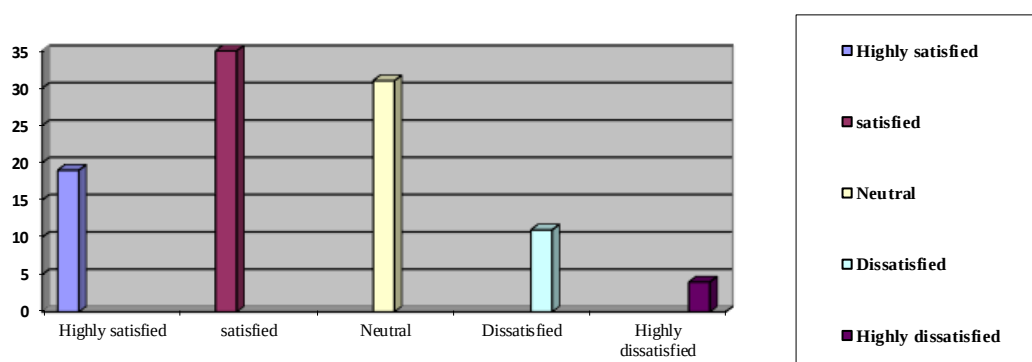


CHART NO: 4.1.11 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF WELFARE FACILITIES

INFERENCE:

From the above table, it is observed that 29 per cent of the respondents are highly satisfied, 40 per cent of the respondents are satisfied, 30 per cent of the respondents are neutral, 1 per cent of the respondents are dissatisfied and none per cent of the respondents are highly dissatisfied with the welfare facilities.

TABLE NO: 4.1.12 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON LEAVE FACILITIES

S NO	Average Leave	No of respondents	Percentage
1	Once in a month	10	12%
2	Twice in a month	40	48%
3	Thrice in a month	28	34%
4	More than thrice	5	6%
	Total	83	100

Source: Primary data.

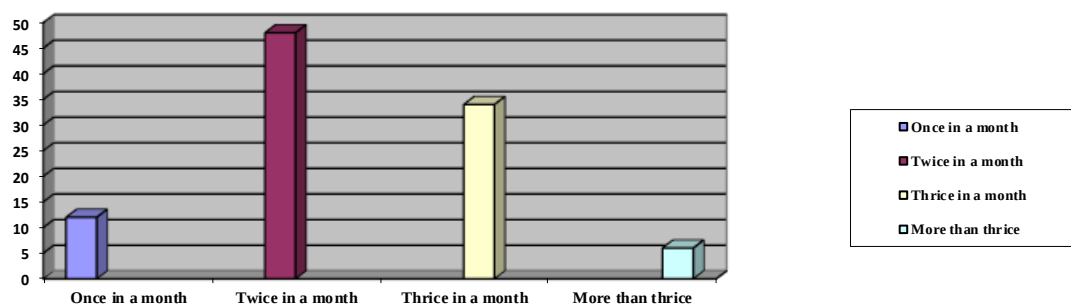


CHART NO: 4.1.12 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON LEAVE FACILITIES

INFERENCE:

From the above table, it is observed that 12 per cent of the respondents are once in a month, 48 per cent of the respondents are twice in a month, 34 per cent of the respondents are thrice in a month and 6 per cent of the respondents are more than thrice in a month.

TABLE NO: 4.1.13 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MAIN REASONS FOR EMPLOYEES ABSENTEEISM

S No	Reasons	No of respondents	Percentage
1	Sickness	27	32%
2	Unwillingness to work	24	29%
3	Stress	17	21%
4	Uncomfortable environment	15	18%
	Total	83	100

Source: Primary data.

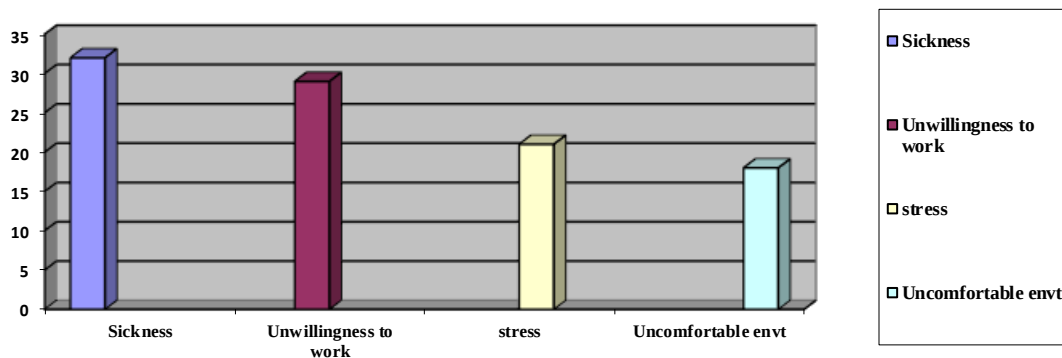


CHART NO: 4.1.13 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MAIN REASONS FOR EMPLOYEES ABSENTEEISM

INFERENCE:

From the above table, it is observed that 32 per cent of the respondents are feel the main reason for absenteeism is sickness, 29 per cent of the respondents are feel the main reason for that is unwillingness to work, 21 per cent of the respondents are feel the main reason for that is stress and 18 per cent of the respondents are feel the main reason for employees absenteeism is uncomfortable environment.

TABLE NO: 4.1.14 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MEASURES WILL DECREASE ABSENTEEISM

S No	Measures	No of respondents	Percentage
1	Refreshment program	41	49%
2	Friendly approach	24	29%
3	More incentives	17	21%
4	Others	1	1%
	Total	83	100

Source: Primary data.

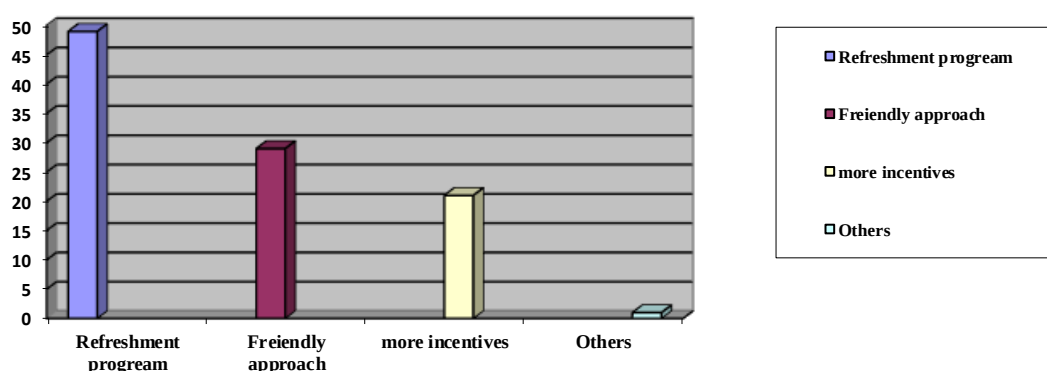


CHART NO: 4.1.14 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MEASURES WILL DECREASE ABSENTEEISM

INFERENCE:

From the above table shows that, 49 per cent of the respondents said that refreshment program will decrease absenteeism, 29 per cent of the respondents said that friendly approach will decrease absenteeism, 21 per cent of the respondents said that more incentives will decrease absenteeism and 1 per cent of the respondents said that others will decrease absenteeism.

TABLE NO: 4.1.15 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION RELATIONSHIP WITH THE SUPERIOR

S No	Opinion	No of respondents	Percentage
1	Excellent	14	17%
2	Very good	28	33%
3	Good	37	45%
4	Poor	3	4%
5	Very poor	1	1%
	Total	83	100

Source: Primary data.

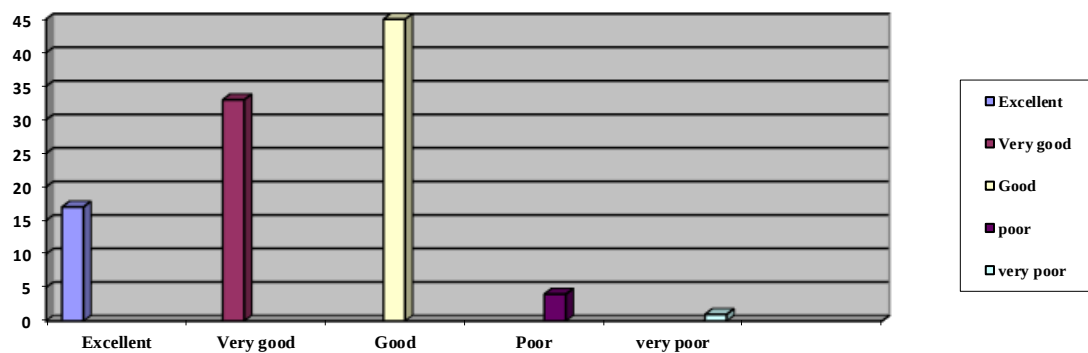


CHART NO: 4.1.15 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION RELATIONSHIP WITH THE SUPERIOR

INFERENCE:

From the above table, it is observed that 17 per cent of the respondents are feel excellent, 33 per cent of the respondents are feel very good, 45 per cent of the respondents are feel good, 4 per cent of the respondents are feel poor and 1 per cent of the respondents are feel very poor on relationship with superior.

TABLE NO: 4.1.16 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF CURRENT SUPERVISION SYSTEM

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	14	17%
2	Satisfied	40	48%
3	Neutral	27	33%
4	Dissatisfied	1	1%
5	Highly dissatisfied	1	1%
	Total	130	100

Source: Primary data.

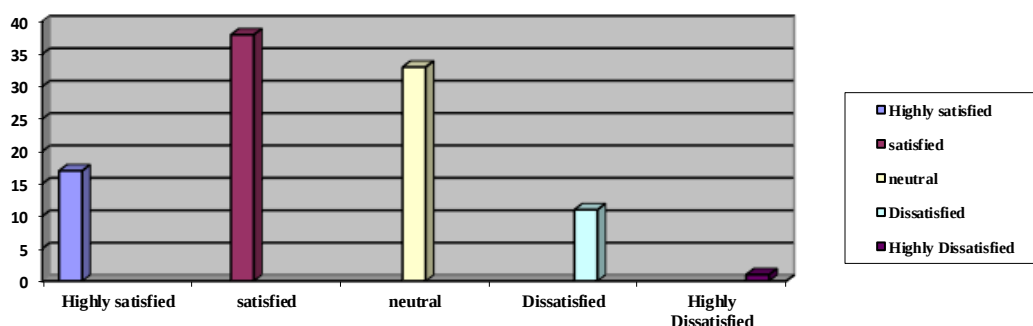


CHART NO: 4.1.16 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF CURRENT SUPERVISION SYSTEM

INFERENCE:

From the above table, it is observed that 17 per cent of the respondents are highly satisfied, 48 per cent of the respondents are satisfied, 33 per cent of the respondents are neutral, 1 per cent of the respondents are dissatisfied and 1 per cent of the respondents are highly dissatisfied on their satisfaction level of current supervision system.

TABLE NO: 4.1.17 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION OF MAIN CRITERIA'S FOR PROMOTING EMPLOYEES

S No	Criteria's	No of respondents	Percentage
1	Experience	6	7%
2	Performance	51	61%
3	Seniority	11	13%
4	Recommendation	15	18%
	Total	83	100

Source: Primary data.

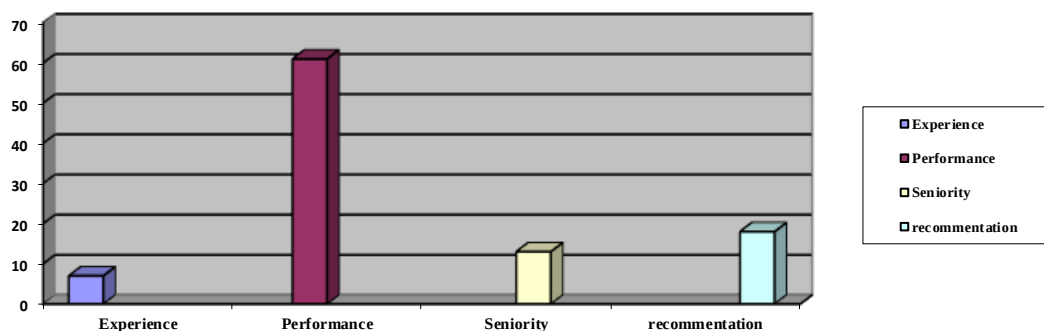


CHART NO: 4.1.17 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION OF MAIN CRITERIA'S FOR PROMOTING EMPLOYEES

INFERENCE:

From the above table shows that, 7 per cent of the respondents are says the experience is the main criteria for promoting employees, 61 per cent of the respondents are says the performance is the main criteria for promoting employees, 13 per cent of the respondents are says the seniority is the main criteria for promoting employees and 18 per cent of the respondents are says recommendation is the main criteria for promoting employees.

TABLE NO: 4.1.18 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MOTIVATION BY COMPANY'S EXISTING HUMAN RESOURCE POLICIES

S No	Opinion	No of respondents	Percentage
1	Yes	73	88%
2	No	10	12%
	Total	83	100

Source: Primary data.

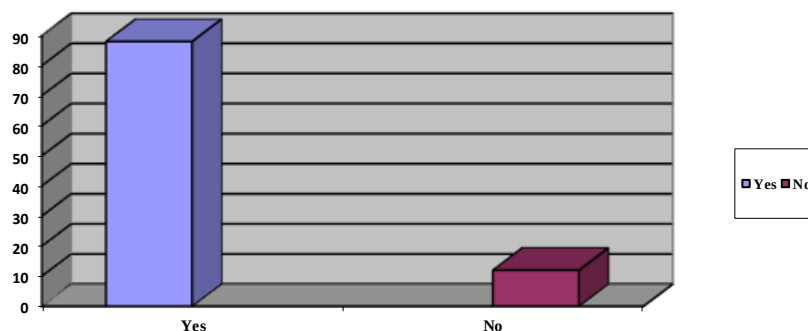


CHART NO: 4.1.18 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MOTIVATION BY COMPANY'S EXISTING HUMAN RESOURCE POLICIES

INFERENCE:

From the above table shows that 88 per cent of the respondents are properly motivated by company's existing human resource policies and only 12 per cent of the respondents are not motivated by company's existing human resource policies.

TABLE NO: 4.1.19 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF COUNSELING

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	13	15%
2	Satisfied	27	33%
3	Neutral	42	51%
4	Dissatisfied	1	1%
5	Highly dissatisfied	0	0%
	Total	83	100

Source: Primary data.

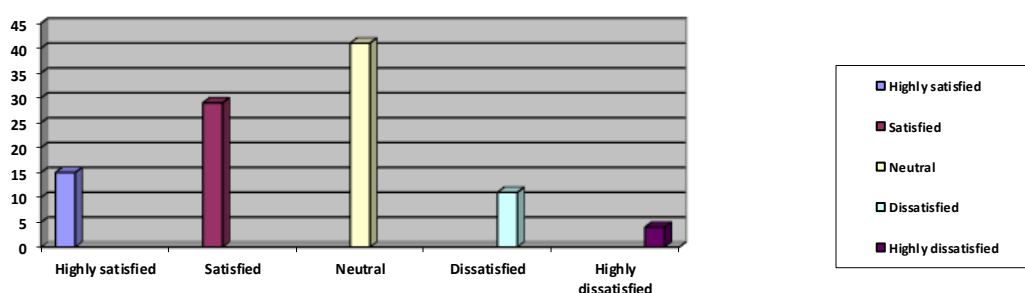


CHART NO: 4.1.19 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR SATISFACTION LEVEL OF COUNSELING

INFERENCE:

From the above table shows that, 15 per cent of the respondents are highly satisfied, 33 per cent of the respondents are satisfied, 51 per cent of the respondents are neutral, 1 per cent of the respondents are dissatisfied and none of the respondents are highly dissatisfied on their counseling.

TABLE NO: 4.1.20 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON GRIEVANCE HANDLING PROCEDURES

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	16	19%
2	Satisfied	34	41%
3	Neutral	30	36%
4a	Dissatisfied	2	3%
5	Highly dissatisfied	1	1%
	Total	83	100

Source: Primary data.

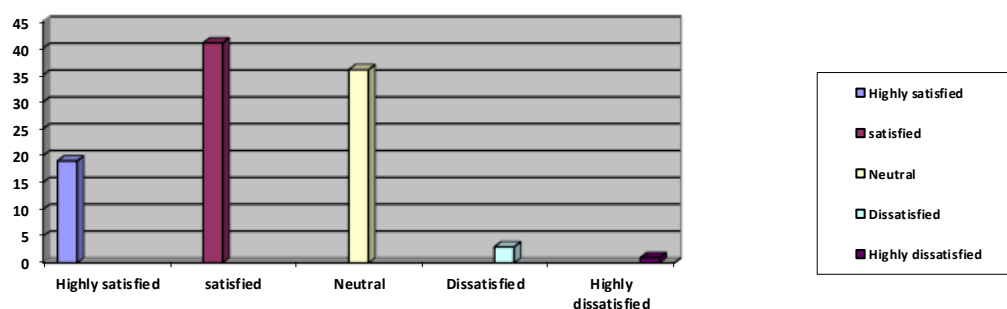


CHART NO: 4.1.20 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON GRIEVANCE HANDLING PROCEDURES

INFERENCE:

From the above table shows that, 19 per cent of the respondents are highly satisfied, 41per cent of the respondents are satisfied, 36 per cent of the respondents are neutral, 3 per cent of the respondents are dissatisfied and 1 per cent of the respondents are highly dissatisfied on their grievance handling procedures.

TABLE NO: 4.1.21 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON SATISFACTION LEVEL OF SUFFICIENT HOLIDAYS

S No	Opinion	No of respondents	Percentage
1	Yes	66	79%
2	No	17	21%
	Total	83	100

Source: Primary data.

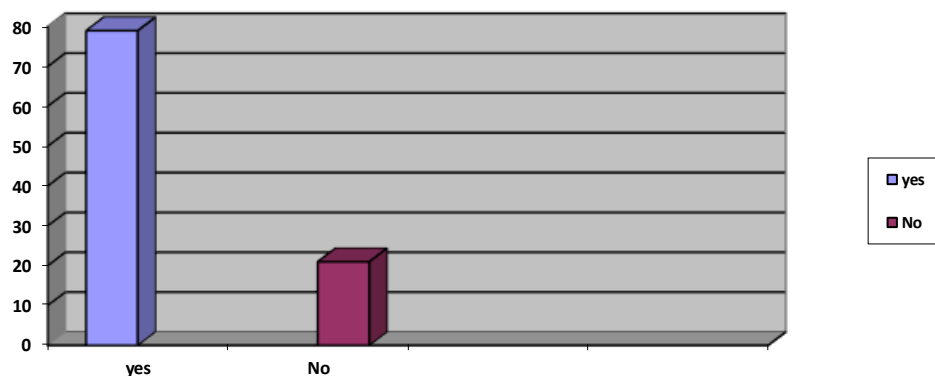


CHART NO: 4.1.21 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON SATISFACTION LEVEL OF SUFFICIENT HOLIDAYS

INFERENCE:

From the above table shows that, 79 per cent of the respondents said that they are getting sufficient holidays and only 21 per cent of the respondents said that they didn't get sufficient holidays.

TABLE NO: 4.1.22 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MEASURES TO RETAIN TO EMPLOYEES

S No	Opinion	No of respondents	Percentage
1	Promotion	49	59%
2	Frequently increasing the salary	17	21%
3	More welfare programs	10	12%
4	Reducing work stress	7	8%
	Total	83	100

Source: Primary data.

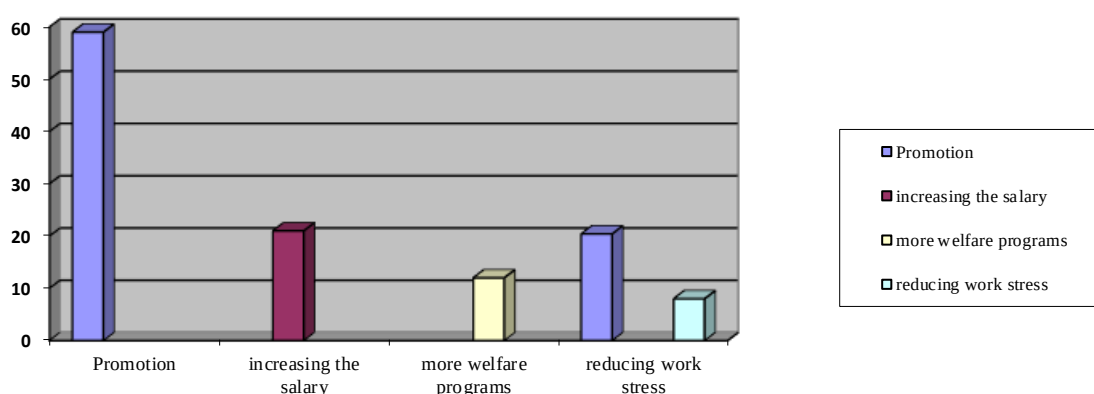


CHART NO: 4.1.22 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MEASURES TO RETAIN TO EMPLOYEES

INFERENCE:

From the above table shows that, 59 per cent of the respondents said promotion only suitable measure to retain employees, 21 per cent of the respondents said frequently increasing the salary is the suitable measure to retain employees, 12 per cent of the respondents said more welfare programs is suitable measure to retain employees and 8 per cent of the respondents said reducing work stress is only the suitable measure to retain employees.

TABLE NO: 4.1.23 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON SATISFACTION LEVEL OF COMPANY POLICY AND ADMINISTRATION

S No	Opinion	No of respondents	Percentage
1	Highly satisfied	21	25%
2	Satisfied	36	43%
3	Neutral	24	29%
4	Dissatisfied	2	3%
5	Highly satisfied	0	0%
	Total	130	100

Source: Primary data.

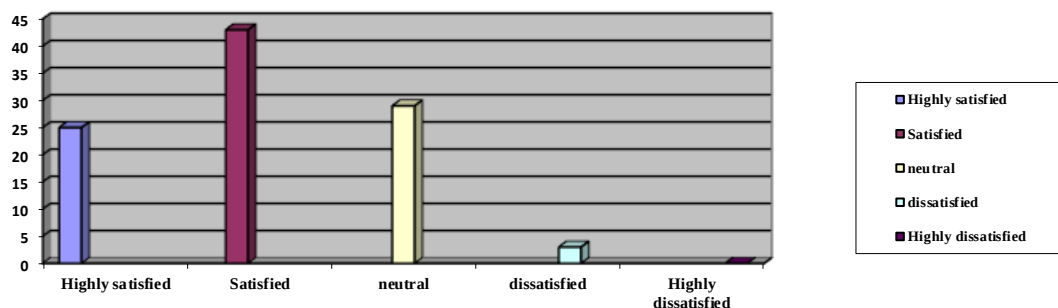


CHART NO: 4.1.23 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON SATISFACTION LEVEL OF COMPANY POLICY AND ADMINISTRATION

INFERENCE:

From the above table shows that, 25 per cent of the respondents highly satisfied, 43 per cent of the respondents satisfied, 29 per cent of the respondents neutral, 3 per cent of the respondents dissatisfied and none per cent of the respondents are highly dissatisfied with their company policy and administration.

TABLE NO: 4.1.24 TABLE SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MEASURES TO BRING DOWN THE EMPLOYEE TURNOVER RATE

S No	Opinion	No of respondents	Percentage
1	Yes	81	97
2	No	2	3
	Total	83	100

Source: Primary data.

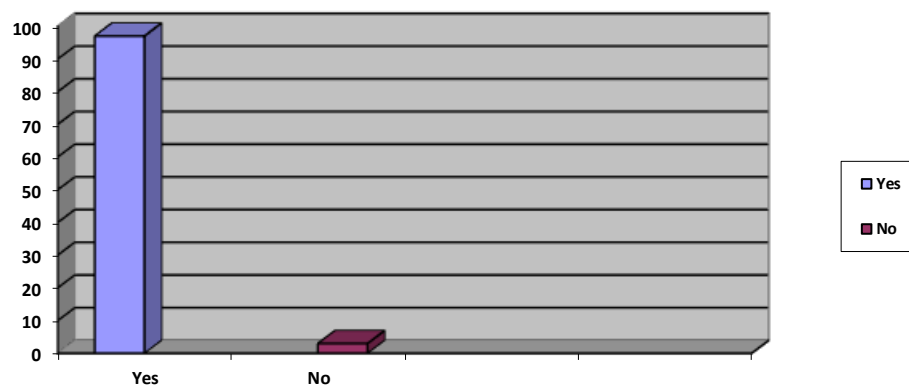


CHART NO: 4.1.24 CHART SHOWING DISTRIBUTION OF RESPONDENTS ACCORDING TO THEIR OPINION ON MEASURES TO BRING DOWN THE EMPLOYEE TURNOVER RATE

INFERENCE:

From the above table shows that, 97 per cent of the respondents are agree the company take measures to bring down the employee turnover rate and only 3 per cent of the respondents are didn't agree the company take measures to bring down the employee turnover rate.

TABLE NO: 4.1.25 TABLE SHOWING IF YES, WHICH MEASURE DO YOU FEEL BETTER IN EMPLOYEE RETENTION ARE TAKEN?

S No	Opinion	No of respondents	Percentage
1	Rewards	36	44%
2	Friendly approach	23	28%
3	Provide career counseling and development	17	20%
4	Level the workload	7	8%
	Total	83	100

Source: Primary data.

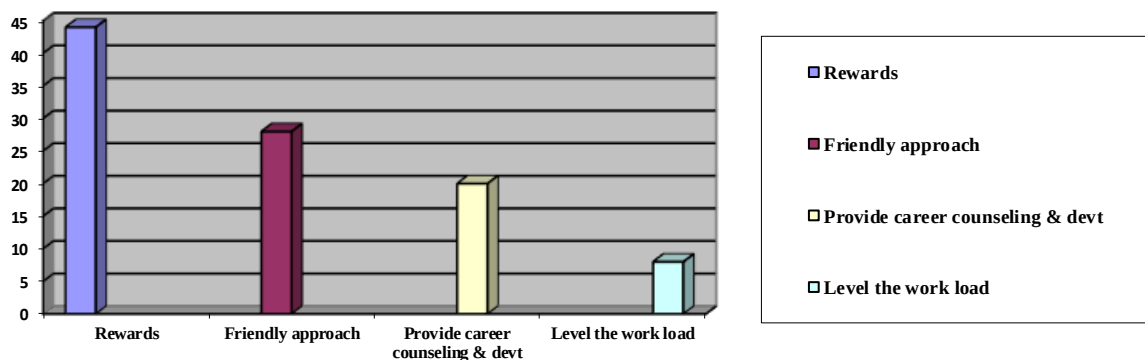


CHART NO: 4.1.25 CHART SHOWING IF YES, WHICH MEASURE DO YOU FEEL BETTER IN EMPLOYEE RETENTION ARE TAKEN?

INFERENCE:

From the above table shows that, 44 per cent of the respondents feel rewards is the better measure in employee retention, 28 per cent of the respondents feel friendly approach, 20 per cent of the respondents feel provide career counseling and development and 8 per cent of the respondents feel level the work load is the better measure in employee retention.

4.2. STATISTICAL ANALYSIS

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is a significance difference between the employees absenteeism and decrease absenteeism.

Alternate hypothesis (H1):

There is no significance difference between the employees absenteeism and decrease absenteeism.

Descriptives

EMPLOYEES ABSENTEEISM

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Refreshment program	114	1.58	.496	.046	1.49	1.67	1	2
Friendly approach	43	2.60	.495	.075	2.45	2.76	2	3
More incentives	31	3.81	.402	.072	3.66	3.95	3	4
Others	2	4.00	.000	.000	4.00	4.00	4	4
Total	190	2.20	.977	.071	2.06	2.34	1	4

Test of Homogeneity of Variances

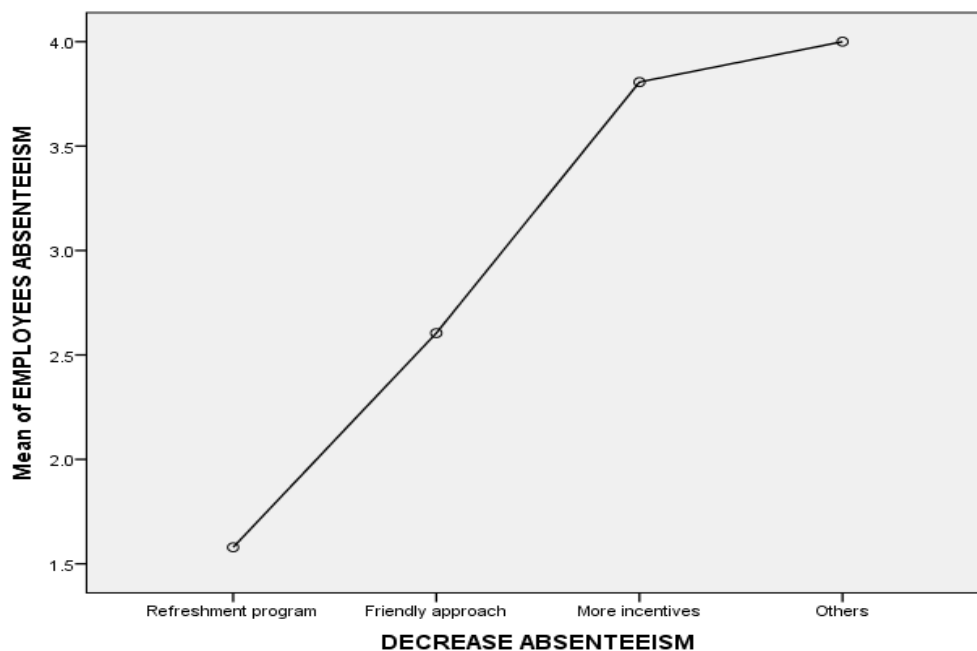
EMPLOYEES ABSENTEEISM

Levene Statistic	df1	df2	Sig.
24.875	3	186	.000

ANOVA

EMPLOYEES ABSENTEEISM

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	137.493	3	45.831	198.674	.000
Within Groups	42.907	186	.231		
Total	180.400	189			



Calculated value = 198.674

Tabulated value = 2.70

$F = F_{cal} > F_{tab}$ $F = 198.674 > 2.70$

Hence, the Alternate hypothesis [H₁] is accepted.

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the employees absenteeism and decrease absenteeism.

4.3.CHI- SQUARE TEST I – (ψ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (H_0):

There is a relationship between the Age and growth and advancement.

Alternate hypothesis (H_1):

There is no relationship between the Age and growth and advancement.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	272.230 ^a	12	.000
Likelihood Ratio	224.354	12	.000
Linear-by-Linear	129.709	1	.000
Association			
N of Valid Cases	190		

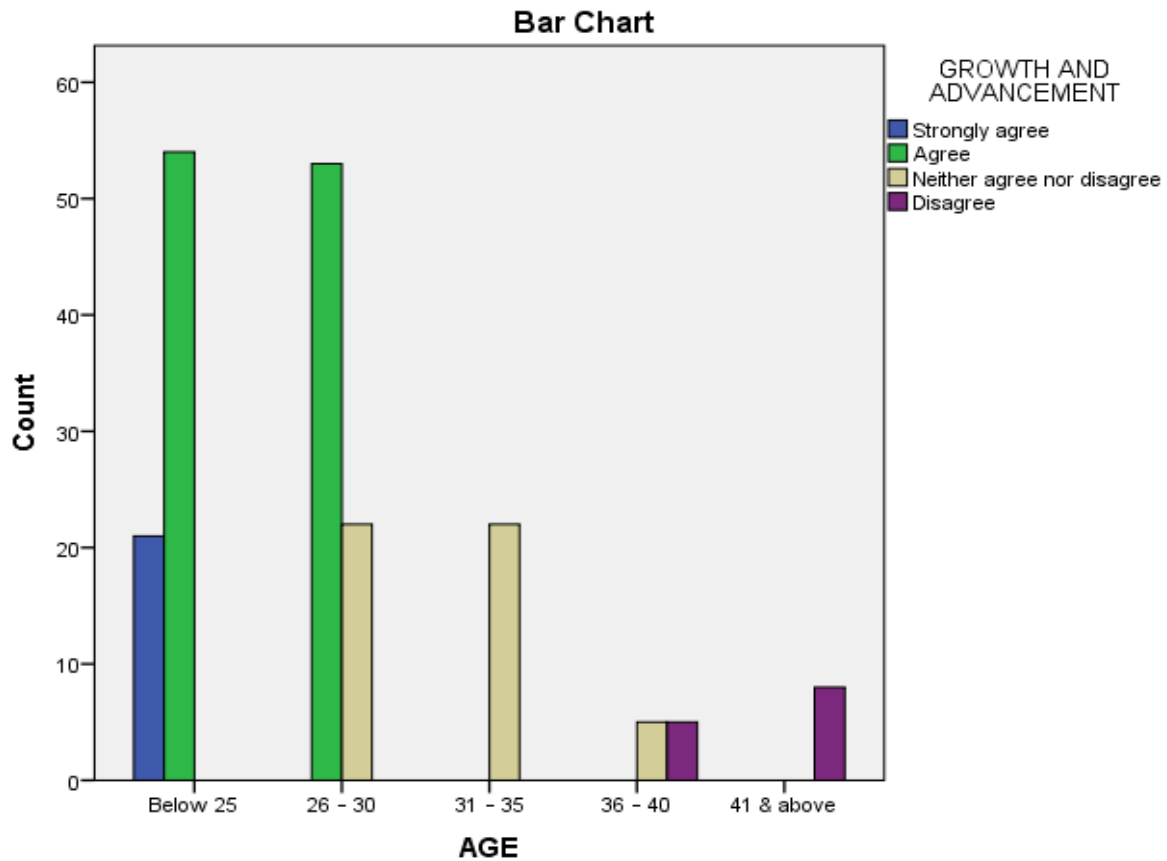
a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is .55.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
AGE * GROWTH AND ADVANCEMENT	190	100.0%	0	0.0%	190	100.0%

AGE * GROWTH AND ADVANCEMENT Crosstabulation

		GROWTH AND ADVANCEMENT				Total
		Strongly agree	Agree	Neither agree nor disagree	Disagree	
AGE	Count	21	54	0	0	75
	% within AGE	28.0%	72.0%	0.0%	0.0%	100.0%
	Below 25 % within GROWTH AND ADVANCEMENT	100.0%	50.5%	0.0%	0.0%	39.5%
	% of Total	11.1%	28.4%	0.0%	0.0%	39.5%
	Count	0	53	22	0	75
	% within AGE	0.0%	70.7%	29.3%	0.0%	100.0%
	26 – 30 % within GROWTH AND ADVANCEMENT	0.0%	49.5%	44.9%	0.0%	39.5%
	% of Total	0.0%	27.9%	11.6%	0.0%	39.5%
	Count	0	0	22	0	22
	% within AGE	0.0%	0.0%	100.0%	0.0%	100.0%
	31 – 35 % within GROWTH AND ADVANCEMENT	0.0%	0.0%	44.9%	0.0%	11.6%
	% of Total	0.0%	0.0%	11.6%	0.0%	11.6%
	Count	0	0	5	5	10
	% within AGE	0.0%	0.0%	50.0%	50.0%	100.0%
	36 – 40 % within GROWTH AND ADVANCEMENT	0.0%	0.0%	10.2%	38.5%	5.3%
	% of Total	0.0%	0.0%	2.6%	2.6%	5.3%
	Count	0	0	0	8	8
	% within AGE	0.0%	0.0%	0.0%	100.0%	100.0%
	41 & % within GROWTH AND ADVANCEMENT	0.0%	0.0%	0.0%	61.5%	4.2%
	% of Total	0.0%	0.0%	0.0%	4.2%	4.2%
Total	Count	21	107	49	13	190
	% within AGE	11.1%	56.3%	25.8%	6.8%	100.0%
	% within GROWTH AND ADVANCEMENT	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	11.1%	56.3%	25.8%	6.8%	100.0%



Degree of Freedom= $(r-1) * (c-1)$

$$= 4 * 3 = 12$$

Calculated value = 272.230

Tabulated value = 21.026

$Z = Z_{cal} > Z_{tab}$

$Z = 272.230 > 21.026$

Hence, the Alternate hypothesis [H1] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the Age and growth and advancement.

4.4. ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between the retain to employees and company policy and administration.

Alternate hypothesis (H1):

There is negative relationship between the retain to employees and company policy and administration.

		RETAIN TO EMPLOYEES	COMPANY POLICY AND ADMINISTRATION
RETAIN TO EMPLOYEES	Pearson Correlation	1	.769**
	Sig. (2-tailed)		.000
	N	190	190
COMPANY POLICY AND ADMINISTRATION	Pearson Correlation	.769**	1
	Sig. (2-tailed)	.000	
	N	190	190

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

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$r = .769$$

INFERENCE:

Since r is positive, there is positive relationship between retain to employees and company policy and administration.

4.5. WEIGHTED AVERAGE METHOD

Training provided by company Vs current supervision system

Attributes	5	4	3	2	1
	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly dissatisfied
Training	70	312	156	8	2
Supervision system	125	288	147	4	2

Weighted total	Sample size	Weighted average	Rank
548	150	3.65	2
566	150	3.77	1

Training provided by company

$$\text{Weighted average} = \frac{(\text{Weighted for column} \times \text{no of respondents})}{\text{Sample size}}$$

$$= \frac{(14 \times 5 + 48 \times 4 + 42 \times 3 + 4 \times 2 + 2 \times 1)}{83} = 3.65$$

Current supervision system

$$= \frac{(15 \times 5 + 32 \times 4 + 29 \times 3 + 2 \times 2 + 2 \times 1)}{83} = 3.77$$

Inference:

Based on these results, the company currently depends on the supervision system more than training programs.

CHAPTER 5 FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS OF THE STUDY

- 43 per cent of the respondents have 3 to 6 years of services.
- 45 per cent of respondents are agreed that they had career growth and advancement in the organization.
- 48 per cent of the respondents are satisfied with their existing performance appraisal system.
- 41 per cent of the respondents are feel excellent with the work environment of company.
- 93 per cent of the respondents are satisfied with their job.
- 52 per cent of the respondents are satisfied with training provided by company.
- 40 per cent of the respondents are satisfied with welfare facilities.
- 48 per cent of the respondents are feel leave facilities in twice in a month.
- 32 per cent of the respondents are feel the main reason for the absenteeism is sickness.
- 49 per cent of the respondents said that refreshment programs will decrease employee's absenteeism.
- 45 per cent of the respondents are feel good on relationship with superior.
- 48 per cent of the respondents are satisfied on their satisfaction level of current supervision system.
- 61 per cent of the respondents are says the performance is the main criteria for promoting employees.
- 88 per cent of the respondents are properly motivated by company's existing human resource policies.
- 51 per cent of the respondents are neutral on their counseling.
- 41per cent of the respondents are satisfied on their grievance handling procedure.
- 79 per cent of the respondents said that they are getting sufficient holidays.
- 59 per cent of the respondents said promotion only suitable measure to retain employees.
- 43 per cent of the respondents satisfied with their company policy and administration.

- 97 per cent of the respondents are agree the company take measures to bring down the employee turnover rate.
- 44 per cent of the respondents feel rewards is the better measure in employee retention.

5.2. SUGGESTIONS AND RECOMMENDATIONS

- Employers can go for friendly approach with the employees to make them more comfortable in their work.
- Reasonable holidays can be provided by the organization.
- Rewards can be given to the employees based on their performance.
- More enthusiastic training program can be offered by the organization.
- Refreshment programs can be given to the employees to reduce the absenteeism.
- First aid can be provided within the organization in order to avoid absenteeism.
- More welfare facilities can be offered to the employees.
- Promotion can be given to the employees based on their performance rating.

5.3 .LIMITATIONS OF THE STUDY

- The data collected from the respondents are considered as true and valid.
- The data was collected from the sample of 150 employees through convenience sampling & this could not be applied to the entire population of the organization.
- Although the survey is conducted for a limited employees. It is difficult to get the required information due to their psychological pressures & certain personal problem etc.
- This report tells the general & overall view of employees but not the accurate & exact view of employee which they may not wish to express.

5.4. CONCLUSION

From this study it is clearly understood that every organization must take steps in order to retain the employees because they are the sole of the organization, without them it is impossible for the organization to run their business smoothly.

The study focused on employee retention of employees in HORVERT INC. The employee retention of employee in HORVERT INC. being considered by the following factors compensation, Growth, Support, Relationship, Performance ratings, awards, Promotions, overall working conditions and Environment, all influence whether an employee stays or leaves. Following are tips intended to assist agencies in creating a rewarding and diverse work environment in which it can hire and retain employees who strive for excellence.

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ANNEXURE I – QUESTIONNAIRE

1. Name:
2. Age:
3. Gender : ☐ Male () Female
4. Marital Status : ☐ Single ☐ Married
5. Service Status : ☐ Permanent ☐ Temporary
6. Experience : ☐ Upto 5 years ☐ 5 to 10 years
☐ 10 to 15 years ☐ 15 to 20 years ☐ Above 20 years
7. Qualification : ☐ SSLC ☐ PUC/+2 ☐ ITI/DIPLOMA
☐ UG ☐ PG
8. Monthly Income : ☐ Below 10000 ☐ 10001 TO 20000
☐ 20001 TO 30000 ☐ ABOVE 30000
9. Do you agree that your job gives opportunity for career growth and advancement?
☐ strongly agree ☐ Agree ☐ Neither agree nor disagree
☐ Disagree ☐ Strongly disagree
10. Are you satisfied with the existing performance appraisal system followed in your organization?
☐ Highly satisfied ☐ Satisfied ☐ Neutral
☐ Dissatisfied ☐ Highly dissatisfied
11. How do you feel your work atmosphere provided by your company?
☐ Excellent ☐ Very good ☐ Good ☐ Poor ☐ Very poor
12. As an employee what will you expect the company to retain you? ☐ great culture ☐ work-life balance ☐ high pay benefits ☐ office atmosphere & colleagues
13. Are you satisfied with the training provided by your company?
☐ Highly satisfied ☐ Satisfied ☐ Neutral
☐ Dissatisfied ☐ Highly dissatisfied
14. Are you satisfied with welfare facilities provided in your company?
☐ Highly satisfied ☐ Satisfied ☐ Neutral
☐ Dissatisfie ☐ Highly dissatisfied
15. How often you will take leave averagely?
☐ Once in a month ☐ Twice in a month ☐ Thrice in a month ☐ More than thrice
16. What are the main reasons for employee's absenteeism?

- ☐ Sickness ☐ Unwillingness to work ☐ Stress
- ☐ uncomfortable environment
17. What are the steps taken to decrease employee's absenteeism?
- ☐ Refreshment program ☐ Friendly approach ☐ more incentives ☐ others
18. How is your relationship with the superior?
- ☐ Excellent ☐ Very good ☐ Good ☐ Poor ☐ Very poor
19. Are you satisfied with the current supervision system?
- ☐ Highly satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied
- ☐ Highly dissatisfied
20. What are the criteria's followed by the company for promoting the employees?
- ☐ Experience ☐ Performance ☐ Seniority ☐ Recommendation
21. Are you motivated by your company's existing human resource policies?
- ☐ Yes ☐ No
22. Are you satisfied with counseling given to you?
- ☐ Highly satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied
- ☐ Highly dissatisfied
23. Are you satisfied with grievance handling procedure?
- ☐ Highly satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied
- ☐ Highly dissatisfied
24. Is the holidays given to employees is sufficient?
- ☐ Yes ☐ No
25. What measures do you thing the company has taken to retain the employees?
- ☐ promotion ☐ frequently increasing the salary
- ☐ More welfare programs ☐ reducing work stress
26. Are you satisfied with company policy and administration?
- ☐ Highly satisfied ☐ Satisfied ☐ Neutral ☐ Dissatisfied
- ☐ Highly dissatisfied
27. Does the company take any measures to bring down the employee turnover rate?
- ☐ Yes ☐ No
- If yes, which measure do you feel better in employee retention are taken?
- ☐ Rewards ☐ Friendly approach ☐ Provide career counseling and development ☐ level the workload

**A STUDY ON EMPLOYEE RETENTION OF
HORVERT INC.****KOKULAVANEE S, B.E.COMPUTER
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,Chennai, India.**Dr .S. DHIVYA BHARATHI. MBA., Ph.D.,**Assistant Professor , Dept of MBA, Sathyabama Institute of Science and
Technology ,Chennai, India.**ABSTRACT**

The project titled “A STUDY ON EMPLOYEE RETENTION OF HORVERT INC.” was to identify which are the important factors affecting employee satisfaction in the Horvert Inc. The following factors have been identified with primary data collection using questionnaire methods: Job security; promotion; Ability; Interest; Status; Independence; achievement. The primary objective of this study is to know the different ways which are followed by Horvert Inc.to retain the employees. For accomplishing the objective of the study, a survey was conducted by preparing a structured questionnaire which contains multiple choices and ranking questions. In order to prepare effective questionnaire pilot survey most of the respondents were convenient in answering the questionnaire. Hence the same questionnaire was used for analysing the main survey. The research study is of descriptive in nature. The descriptive study helps research to find out various characteristics of the population. Convenience sampling technique was adopted for selecting sample units from the population. A sample size of 150 respondents was selected. The statistical tool such as percentage method and chi square test was used for analysing and interpreting the data. The findings and conclusion are made based on the response given by the selected customers.

INTRODUCTION

Employee retention is the process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who do not have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they do not, they would be left with no good employees. A good employer should know how to attract and retain its employees. Retention involves five major things. Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period. Corporate is facing a lot of problems in employee retention these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring. There are many organizations which are looking for such employees. If a person is not satisfied by the job he is doing, he may switch over to some other more suitable job. In today’s environment it becomes very important for organizations to retain their employees. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Employees stay and

leave organizations for some reasons. The reason may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and adopting many strategies for employee retention. Employee retention refers to policies and practices companies use to prevent valuable employees from leaving their jobs. How to retain valuable employees is one of the biggest problems that plague companies in the competitive marketplace. Not too long ago, companies accepted the “revolving door policy” as part of doing business and were quick to fill a vacant job with another eager candidate. Nowadays, businesses often find that they spend considerable time, effort, and money to train an employee only to have them develop into a valuable commodity and leave the company for greener pastures. In order to create a successful company, employers should consider as many options as possible when it comes to retaining employees, while at the same time securing their trust and loyalty so they have less of a desire to leave in the future.

REVIEW OF LITERATURE

Charong Chow(2019) Employee Retention is an ability of employee to keep employee on their payroll for over a period of time. It is an important priority for every organization to retain employee because higher cost of employee turnover, non-availability of candidates, competitive market. The author has sorted 12 ways for improving employee retention namely; i) Communication: employee must be treated as partner with your internal communications in organization. It serves a platform that facilitates feedback, coaching, learning and social recognition. ii) Practice autonomy, purpose, and mastery: The practice of autonomy is to control over the decisions that drive your work. Purpose: The Company’s mission or values must be clearly communicated and made understandable. Mastery: Provide feedback and the opportunity to develop their careers. iii) Develop a shared sense of purpose. iv) Employee recognition for their efforts and accomplishments. v) Develop collaboration between employee and manager. vi) Conduct employee feedback to assess talents. vii) Encourage cross-departmental interaction. viii) Invest in employee engagement activities.

ix) Open Communication with employees regarding policies, organization prospect or plan.

Laura Handrick (2018) In this article the author has enlisted five common reasons for higher employee turnover in organization. i) It’s Not You, It’s Me: Employee leave their organization due to personal problems as well interpersonal issues with co-workers or supervisors. ii) They Just Don’t See the Benefit: Most of the employees are only motivated by more than just salary. Employees prefer to have extra mural facilities like low-cost insurance, flexi work hours, work-from-home other than salary as a priority. iii) Bad Managers: Employee in organization leaves just because of their manager or team leader. Every manager seems to be their boss and not as a team member. The manager does not appreciate their work done by employee. iv) Toxic Workplaces: The term toxic means unhygienic work environment like poor restaurant, dirty washrooms, dirty restrooms, discrimination, sexual harassment and even unsettled complaints or grievances. These environment leads to degrade the culture which results to low productivity and low morale of employee. v) Low Wages: Poor or low wage rate is the most important reason for employee turnover. The fair wage policy and prompt payment of wages results to motivate employee to stay back in organization.

Archiver Article (2018) This article highlights five ways for keeping employees engaged and motivated in organization. i) Let Workers Control Their Schedules: It is the technique of creating favourable organization environment like flexi work hours, work from home,

telecommuting where employees can be kept under less control or monitoring. ii) Build active employee community: Employees can be made active by nurturing their skills, strengthening, motivating with unified work culture. iii) Facilitate company Meetings iv) invest in Professional Development: promote employees through training and development to boost their enthusiasm level for improving their contribution and career advancement. v) Recognize Hard Work: Employee rewards and recognition is most important way for retaining employees. The employees must be praised for their outstanding contribution at workplace.

Robert Half (2018) The efforts taken for designing key strategies to improve employee retention in organization and boost employee satisfaction deserves to focus attention in the area of employee-employer relations. i) Onboarding and orientation- onboarding newly hired employee in orientation program helps not only to learn the job but also to understanding people, system, company culture, goals, opportunities, issues and challenges. ii) Mentorship programs Mentoring employees under the guidance of experienced staff and not work supervisor can make new employees to learn at ease. iii) Employee compensation: Competitive compensation packages along with bonus, perks, health benefits and retirement plans distinguishing from another workplace always attracts employee. iv) Recognition and rewards systems- A practice of appreciating employee through innovative reward system or recognition program like extra smile, email, a gift card or extra day off makes employee feel better. v) Work-life balance- A healthy work life balance in the mode of extra day off after long working day, telecommuting and flexible work schedule improves job satisfaction. vi) Training and development- Manager must invest their workers for professional development which can help to seek opportunity and grow, attain short- and long-term goals of organization. vii) Communication and feedback: Honest and open communication between employee-employer for sharing ideas, queries, opinion and views helps to improve the performance. viii) fostering teamwork- Working together in team fosters a culture for accommodating style and talents by clarifying team objective, business goals and roles. This teamwork encourages every individual to contribute ideas and solutions. ix) Team Celebration-Celebrating the success of achievement in the form of sharing meal, group excursion amongst team encourages the members to keep their spirit and enthusiasm.

Doug Lawrence (2017) Employee turnover is the greatest challenge around the globe and over the period of 2013 to 2018 is anticipated to be 23 percent. Mentoring is a technique can be incorporated along with the leadership style. The focus of mentoring can improve the personal and professional relational of employee. Mentoring acts as guidance for attracting and retaining the high- potential employee. Mentoring is also an effective tool for constructing organizational culture.

NEED FOR THE STUDY

- Horvert Inc. is an established company running successfully from 2000. There were nearly 130 employees working in the organization. Motivation is an important aspect which helps to retain the employees and perform better.
- To retain the best and the most suitable employee organization needs to provide proper career opportunities, working environment, compensation benefits and supervisor support to the employees.
- The best way to retain employees is by providing them with job satisfaction and opportunities for advancement in their careers.
- Research has shown that there may be many environmental features that can be created

and maintained to give employees job satisfaction. Pay and benefits, communication, motivation, all seem to play a part as to whether employees are satisfied with their jobs, according to studies.

OBJECTIVES OF STUDY

Primary objectives

- To study the effectiveness of employee retention in Horvert Inc.

Secondary objectives

- To find out how to reduce employee turnover
- To find out the reason for absenteeism
- To know the satisfaction level of employees towards their job
- To find out strategies used for the retention of employees

METHODOLOGY

- These steps will be followed to answer the above questions:
- Review the literature on job satisfaction and employee retention.
- Based on the information obtained from the review of literature, a questionnaire will be developed to identify employee perceptions about job satisfaction and employee retention.
- The sample population of workers will come from varying fields of occupations, with the exception of management positions.

RESEARCH DESIGN

The pattern in which research is carried out to arrive at a conclusion or to find new relationship within a particular frame-work is called research design. Research design may be grouped into various classes. Any such classification of research design can be established

HYPOTHESIS

A. ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H₀): There is positive relationship between the retain to employees and company policy and administration. Alternate hypothesis (H₁): There is negative relationship between the retain to employees and company policy and administration.

B. CHI- SQUARE TEST I – (χ^2)

Chi-square is the sum of the squared difference observed (o) and the expected (e) data (or the deviation, d), divided by the expected data in all possible categories.

Null hypothesis (Ho): There is a relationship between the Age and growth and advancement. Alternate hypothesis (H1): There is no relationship between the Age and growth and advancement.

TOOLS FOR ANALYSIS

Statistical tools are involved in carrying out a study include planning, designing, collecting data, analysing, drawing meaningful interpretation, and reporting of the research findings. The tools used are

1. Chi-square test
2. Karl Pearson's Correlation

LIMITATIONS OF THE STUDY

- The data collected from the respondents are considered as true and valid.
- The data was collected from the sample of 150 employees through convenience sampling & this could not be applied to the entire population of the organization.
- Although the survey is conducted for a limited employee. It is difficult to get the required information due to their psychological pressures & certain personal problem etc.
- This report tells the general & overall view of employees but not the accurate & exact view of employee which they may not wish to express.

ANALYSIS USING KARL PEARSON'S CORRELATION

	ETAIN O MPLOYEES	OMPANY POLICY AND DMINISTRATION
earson Correlation ig. (2-tailed)	90	69** 00
OMPANY POLICY AND DMINISTRATION	69** 00	90

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

N
Σ
X

$$r = \frac{\sum XY - \frac{\sum X \sum Y}{N}}{\sqrt{\sum X^2 - \frac{(\sum X)^2}{N}} \sqrt{\sum Y^2 - \frac{(\sum Y)^2}{N}}}$$

$$r = .769$$

INFERENCE:

Since r is positive, there is positive relationship between retain to employees and company policy and administration.

CHI-SQUARE TEST

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	272.230 ^a	12	.000
Likelihood Ratio	224.354	12	.000
Linear-by-Linear Association	129.709	1	.000
N of Valid Cases	190		

a. 9 cells (45.0%) have expected count less than 5. The minimum expected count is .55.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
AGE * GROWTH AND ADVANCEMEN	190	100.0%	0	0.0%	190	100.0%

T						
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Degree of Freedom= (r-1)

*(c-1) = 4*3= 12

Calculated value =

272.230

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21.

026

Z =

Z

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>Z

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Z= 272.230>21.026

Hence, the Alternate hypothesis [H1] is accepted

INFERENCE:

Since the calculated value is greater than the tabulated value, we accept the alternate hypothesis and hence there is a relationship between the Age and growth and advancement.

FINDINGS OF THE STUDY

- 43 per cent of the respondents have 3 to 6 years of services.
- 45 per cent of respondents are agreed that they had career growth and advancement in the organization.
- 48 per cent of the respondents are satisfied with their existing performance appraisal system.
- 41 per cent of the respondents are feel excellent with the work environment of company.
- 93 per cent of the respondents are satisfied with their job.
- 52 per cent of the respondents are satisfied with training provided by company.

- 40 per cent of the respondents are satisfied with welfare facilities.
- 48 per cent of the respondents are feel leave facilities in twice in a month.
- 32 per cent of the respondents are feel the main reason for the absenteeism is sickness.
- 49 per cent of the respondents said that refreshment programs will decrease employee's absenteeism.
- 45 per cent of the respondents are feel good on relationship with superior.
- 48 per cent of the respondents are satisfied on their satisfaction level of current supervision system.
- 61 per cent of the respondents are says the performance is the main criteria for promoting employees.
- 88 per cent of the respondents are properly motivated by company's existing human resource policies.
- 51 per cent of the respondents are neutral on their counseling.
- 41per cent of the respondents are satisfied on their grievance handling procedure.
- 79 per cent of the respondents said that they are getting sufficient holidays.
- 59 per cent of the respondents said promotion only suitable measure to retain employees.
- 43 per cent of the respondents satisfied with their company policy and administration.
- 97 per cent of the respondents are agree the company take measures to bring down the employee turnover rate.
- 44 per cent of the respondents feel rewards is the better measure in employee retention.

CONCLUSION

From this study it is clearly understood that every organization must take steps in order to retain the employees because without them it is impossible for the organization to run their business smoothly. The study focused on employee retention of employees in HORVERT INC. The employee retention of employee in HORVERT INC. being considered by the following factors compensation, Growth, Support, Relationship, Performance ratings, awards, Promotions, overall working conditions and Environment, all influence whether an employee stays or leaves.

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