

A STUDY ON EFFECTIVE STRATEGIES OF EMPLOYEE RETENTION IN TRACTORS AND FARM EQUIPMENT LIMITED – TAFE

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

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Register No.41410192



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 **MARIA BABU.M (41410192)** who carried out the project entitled "A STUDY ON EFFECTIVE STRATEGIES OF EMPLOYEE RETENTION IN TRACTORS AND FARM EQUIPMENT LIMITED - TAFE" under my supervision from January 2023 to March 2023.

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DECLARATION

I **MARIA BABU. M (41410192)** hereby declare that the Project Report entitled “**A STUDY ON EFFECTIVE STRATEGIES OF EMPLOYEE RETENTION IN TRACTORS AND FARM EQUIPMENT LIMITED – TAFE**” done by me under the guidance of **Dr. PRINCY.A.S.**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 005.05.2023

PLACE: Chennai

A handwritten signature in black ink, appearing to read 'Maria Babu. M', with a horizontal line drawn underneath it.

MARIA BABU. M

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, MBA., PH.D., Dean - School of Management Studies** and **Dr. A. Palani, M.COM., M.Phil., M.B.A., PH.D., 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. PRINCY.A.S.**, 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.

MARIA BABU.M

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ABSTRACT

Employee retention is a 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. Most employees feel that they are worth more than they are actually paid. There is a natural disparity between what people think they should be paid and what organizations spend in compensation. When the difference becomes too great and another opportunity occurs, turnover can result. In a work place where employees are not able to use their full potential and not heard and valued, they are likely to leave because of stress and frustration. In a transparent environment while employees get a sense of achievement and belongingness from a healthy work environment, the company is benefited with a stronger, reliable work-force harboring bright new ideas for its growth

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CHAPTER 1 - INTRODUCTION

1.1 INTRODUCTION

Retention means the length of period employees stay in the organization, Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project. On the other hand, high job satisfaction often consequences in higher levels of employee retention It is a known fact that retaining the best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning. Employee retention matters as organizational issues such as training time and investment, lost knowledge, insecure employees, and a costly candidate search are involved.

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 of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining the best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning. Employee retention matters as organizational issues such as training time and investment, lost knowledge, insecure employees, and a costly candidate search are involved. Hence, failing to retain a key employee is a costly proposition for an organization. Various estimates suggest that losing a middle manager in most organizations costs up to five times his salary.

The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention considers the various measures taken so that an individual stays in an organization for the maximum period.

Three R's of Retention:

Respect is esteem, special regard, or consideration given to people. As the pyramid shows, respect is employees. Recognition and rewards will have little effect if you do not respect employees. The foundation of keeping your employees. Recognition and rewards will have little effect if you do not respect.

Recognition is defined as “special notice or attention” and “the act of perceiving clearly.” Many problems with retention and morale occur because management is not paying attention to people’s needs and reactions, retention and morale occur because management is not paying attention to people’s needs and reactions.

Rewards are the extra perks you offer beyond the basics of respect and recognition that make it worth people’s while to work hard, to care, to go beyond the call of duty. While rewards represent the smallest portion of the retention equation, they are still an important one.

Employee Retention Strategies:

The basic practices which should be kept in mind in the employee retention strategies are:

1. Hire the right people in the first place.
2. Empower the employees. Give the employees the authority to get things done.
3. Make employees realize that they are the most asset of the organization.
4. Have faith in them, trust and respect them.
5. Provide them information and knowledge.
6. Keep providing them feedback on their performance.
7. Recognize and appreciate their achievements.
8. Keep their morale high.
9. Create an environment where the employees want to work and have fun.

1.2. INDUSTRY PROFILE

It is a manufacturing industry and a corporate company, TAFE and its subsidiaries have diverse business interests in areas such as farm-machinery, Diesel engines and gensets, agro engines, engineering plastics, gears and transmission components, batteries, hydraulic pumps and cylinders, vehicle franchises and plantations.

TAFE has earned the trust of customers through its range of products that are widely acclaimed for quality and low cost of operation. A strong distribution network of over 1000 dealers effectively back TAFE's four iconic tractor brands – Massey Ferguson, TAFE, Eicher and the recently acquired Serbian tractor and agricultural equipment brand IMT. TAFE exports tractors, both in partnership with AGCO and independently, powering farms in over 100 countries which include developed countries in Europe and the Americas.

TAFE's plant at Turkey manufactures a range of tractors for distribution in Turkey through AGCO's dealer network, while another facility in China caters to TAFE's ever-growing global sourcing needs and value addition to its Indian and worldwide operations. TAFE acquired Eicher's tractors, gears and transmission components and engines business in 2005 through a wholly owned subsidiary, TAFE Motors and Tractors Limited (TMTL).

TAFE believes in sound corporate governance and is reputed for being a consistent profit-making company and an ethical organization. TAFE's commitment to Corporate Social Responsibility (CSR) involves contribution to the environment and society while facilitating growth of all stakeholders with equal fervor, embodying the role of a responsible corporate citizen. TAFE's social focus has been significant since inception, contributing towards meaningful causes in the area of agriculture, education, healthcare, community development, women empowerment, conservation and tribal welfare, disaster relief, preservation and propagation of Indian culture and its traditional art forms.

TAFE is committed to the Total Quality Movement (TQM). In the recent past, various manufacturing plants of TAFE have garnered numerous 'TPM Excellence Awards' from the Japan Institute of Plant Maintenance (JIPM), as well as a few

other regional awards for TPM excellence. TAFE won the coveted 'Farmer Choice of the Year Award' for the Massey Ferguson brand, besides three other prestigious awards including, Tractor of the Year (41-50 HP) for the Eicher 551 Super Plus, Tractor of the Year (> 50 HP) for the MF 9500 SMART, and the Most Stylish Tractor of the Year for the MF 6028, at the 2nd Farm Power Awards 2020 by the Agriculture Today Magazine.

TAFE's Madurai plant, Doddaballapur plant and the JRehab Centre won multiple gold awards at Centre Convention for Quality Concepts 2019, for their unmatched commitment to quality. Strict adherence to safety standards led TAFE's Sembian plant to win four awards at the Safety Awards 2019 by the Directorate of Industrial Safety and Health, Government of Tamil Nadu. "Unnatha Suraksha Purashkara" Safety Award 2019 was awarded to TAFE Doddaballapur plant by the National Safety Council. TAFE became the first Indian tractor manufacturer to win the Frost & Sullivan Global Manufacturing Leadership Award in 2018, being recognized with the 'Enterprise Integration and Technology Leadership Award' and two 'Supply Chain Leadership Awards'. In recognition of its outstanding contribution to engineering exports, TAFE has been named the 'Star Performer – Large Enterprise (Agricultural Tractors)' at the 40th Engineering Exports Promotion Council of India – Southern Region Awards (2015-16), for the 21st time in a row. TAFE has also been conferred the 'Regional Contributor Award' for quality supplies from Toyota Motor Company, Japan, and the 'Manufacturing Supply Chain Operational Excellence - Automobiles Award' at the Second Asia Manufacturing Supply Chain Summit for its supply chain transformation in 2013. TAFE's tractor plants are certified under ISO 9001 for efficient quality management systems and under ISO 14001 for environment-friendly operations. In 2013, TAFE was presented the coveted 'Agriculture Leadership Award' by Agriculture Today Magazine and the 'Corporate Citizen of the Year Award' by Public Relations Council of India (PRCI). TAFE was also named the 'Best Employer in India 2013' by Aon Hewitt and has the distinction of receiving commendation for 'Significant Achievement on the journey towards Business Excellence' by the CII-EXIM Bank – Business Excellence Award jury in 2012.

1.3. COMPANY PROFILE:

TAFE - TRACTORS AND FARM EQUIPMENT LIMITED

CORPORATE PROFILE TAFE – Tractors and Farm Equipment Limited, is an Indian tractor major incorporated in 1960 at Chennai, with an annual turnover of INR 10,000 crores. The third-largest tractor manufacturer in the world and the second largest in India by volumes, TAFE sells over 180,000 tractors (domestic and international) annually. TAFE's partnership with AGCO Corporation and the Massey Ferguson brand for over 60 years is a stellar example of its commitment to building long-term relationships with its stakeholders, through fair and ethical business practices. TAFE is also a significant shareholder in AGCO Corporation, USA – a US \$9.1 billion tractor and agricultural equipment manufacturer.

TAFE has earned the trust of customers through its range of products that are widely acclaimed for quality and low cost of operation. A strong distribution network of over 1200 dealers effectively back TAFE's four iconic tractor brands – Massey Ferguson, TAFE, Eicher and the recently acquired Serbian tractor and agricultural equipment brand IMT – Industrija Mašina i Traktora. TAFE exports tractors, both in partnership with AGCO and independently, powering farms in over 100 countries which include developed countries in Europe and the Americas.

Besides tractors, TAFE and its subsidiaries have diverse business interests in areas such as farm-machinery, diesel engines and gensets, agro engines, engineering plastics, gears and transmission components, batteries, hydraulic pumps and cylinders, vehicle franchises and plantations.

From a humble beginning with just one tractor model in 1961, TAFE today is recognized as a high-quality mass-manufacturer with an extensive product range to meet the expectations of every farmer and every farm mechanization need. TAFE's R&D facilities are centers of excellence renowned for their innovative design and engineering expertise and have been recognized by the Department of Scientific and Industrial Research, Government of India. Extensive research and testing ensure that TAFE's products meet its exacting performance standards.

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TAFE is a part of The Amalgamations Group from Chennai, one of India's largest light engineering groups. Comprising 40 companies, The Amalgamations Group is involved in the design, development, and manufacture of Diesel engines, automobile components, light engineering goods, plantations and services.

TAFE's core values define our beliefs, principles, and practices. It outlines the conduct of business in our everyday lives, dictates our overarching **VISION AND CORPORATE STRATEGY**.

The new core values logo is a symbolic depiction of progress, energy and integrity. It vividly portrays the value sets practised within the organization. The outer wheel indicates enduring progress and the inner chakra infuses whorls of energy that permeate the entire organization. The inner white space attributes justice and fairness, the perfect canvas for inscribing our values.

CUSTOMER

We may not be able to wipe the sweat from the customer's brow, but we can certainly put a smile on their face.

QUALITY

An uncompromising focus on quality, not just in products, but in all that we do.

PEOPLE

We are not just individuals doing our respective jobs. We are partners in progress. Our people matter.

TRUST

We value trust and long-term relationships with stakeholders, we live by it.



Enriching Lives. Empowering Dreams

ETHICS

Our strong foundation has been ethical practices, open and transparent operations.

ENVIRONMENT

While serving our company, we are mindful of our commitment to preserve the environment and contribute positively to society.

CHANGE

We create value by anticipating, preparing, and facing changes in a world where the only thing that is permanent, is change itself.

Farm Machinery

At TAFE we believe that tractors are not mere machines, they are trusted friends and allies, who maximise farm output, improve income and living conditions.

Business Verticals

Besides tractors, TAFE and its subsidiaries have diverse business interests in areas such as farm-machinery, diesel engines and gensets, engineering plastics, gears and transmission components, batteries, hydraulic pumps and cylinders, passenger vehicle franchises and plantations. The philosophy that drives TAFE was first enunciated by its CMD in 1992. "To us in TAFE, Excellence is not something that we engineer, inspect and input into our tractors. It is an innate desire to attain the best that comes from within each of us. It defines our lives at work and at home and ripples out into the world around us"

This inspired TAFE to evolve its Vision & Values in 1999, through a company-wide participative exercise with external facilitation from IIM, Bangalore. The Vision & Values statement captures key elements of TAFE's culture, strengths and aspirations. Subsequently, Warwick Manufacturing Group (WMG), UK, facilitated each element of the V&V being linked to CSFs of the company to translate 'Vision' to 'Reality' through a Vision to Reality Plan (VTRP) that forms the basis of the company's Business Plan.

To achieve the distinction of being the first choice among the farming community of India and ensure a growing presence in international markets through setting leadership standards of performance and customer care in the agricultural machinery business.

1.4 STATEMENT OF PROBLEM

In today's competitive world where every organization is trying to gain maximum results & employees especially the youth looking for opportunities to fulfill their demands the retention of an individual in an organization is not for long & without the employees, an organization cannot function well. It's important to understand the various problems an organization faces in order to maintain the employees & use methods to overcome these problems & retain employees in the organization.

1.5 SCOPE AND IMPORTANCE

- The study is to determine the factors influencing retention of employees in the organization.
- These researches also determine the nature of retaining employees in order to make the employees to feel comfort.
- To motivate the employees to continue to work in the same organization with full interest and hence provide the results to the company it wanted.

1.6 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

To identify the effective methods on the employee retention strategies with reference to **Tractors and farm equipment limited - TAFE**

SECONDARY OBJECTIVE:

- To analyze the relationship between the employee retention and their job satisfaction.
- To examine the necessary conditions to retain the employees
- To provide suitable suggestions on the employee retention.
- To find the individual factors leading employees to leave the organization

1.7 NEED FOR STUDY

- This will help to reduce the attrition and to increase the productivity and profit. It will examine and focus on how to make the employee more engaged and committed towards the organizational growth.
- This study focus on employee retention strategies as a predictor of company performance rather than technology and also the extent to which people value, enjoy and believe in what they do.
- This study also focus on employee turnover and causes for the same.
- It also examines the future growth and employee value proposition

1.8. LIMITATIONS OF THE STUDY:

- Time is very short for research, so this is very difficult to get the knowledge about everything.
- Since the filling of questionnaire need special attention so may be the employees are less interested in entertaining.
- The information was collected through the questionnaire is subject to willingness of the respondent to respond.

CHAPTER 2 - REVIEW OF LITERATURE

2.1. REVIEW OF LITERATURE

Lali Rajan's (2022) study on Employee Retention and The Role of Managers in Retaining Talented Employees aims at understanding the role of manager in employee retention and what is the role in a company's retention rates. Based on past review of various literatures the study suggests that the managers need to be trained, rewarded, and recognized for achieving retention rates.

Ruchi Sinha & Chandranshu Sinha's (2022) objective of the paper titled "Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering Industry" is to identify the main factors of retention management strategies in organizations. The organizations taken into consideration are two heavy engineering manufacturers based in India. The data was collected from 100 employees holding middle managerial positions in the two organizations.

Another study done by **DR. SUNIL KUMAR PRADHAN & DR. SUMAN KALYAN CHAUDHURY, (2022)** titled "a survey on employee performance management and its implication to their retention in ocl india ltd" aimed at examining the employee performance management and its implication to their retention in OCL India ltd¹. As the required data is not available from the secondary sources, we made a small sample survey in the concerned industry to elicit the requisite information. The data collected from 170 employees of OCL India with questionnaires approach having 50 close ended semantic questions. As a part of the study, it is known that in OCL India Balance Scorecard² is implemented as a performance evaluation³ tool. Using summary measures, percentage tables and various graphs we have assessed the importance of various independent factors that drive away the dependent factor (employee satisfaction). Conclusions and constructive policy recommendations have been put up for improvements in different aspects of HR policy of the concerned organization.

Terence R Mitchell, Brooks C Holtom, Thomas W Lee, Ted Graske's (2021)

How to keep your best employees: Developing an effective retention policy, aims to figure out as to how to retain their employees. It describes the implications of managing retention. The authors suggest various techniques like Financial incentives attached to Longevity, pay attention to the off the job sacrifices made by the employees, Facilitate fit off the job, to retain the employees.

Muhammad Irshad, Fahad Afridi. (2021) FACTORS AFFECTING EMPLOYEES

RETENTION: EVIDENCE FROM LITERATURE deals with the relationship between the HR practice and Retention of the employees of the organization. It aims at identifying the elements of HR practices that influences the retention of the employees. According to the author compensation, rewards and recognition are the most important and valuable means for retention, while training and Career Development act as a motivational factor that led to retention. The organizational and environment play a prominent role in retention.

Michael O. Samuel and Crispen Chipunza's (2021) Employee retention and

turnover: Using motivational variables as a panacea, identifies the intrinsic and the extrinsic motivational variables that influences the retention and the reduction of the employee turnover in the private and the public sectors. The motivational factors like compensation Reward are the main factors that will lead to the retention of the employees.

Sheridan's Organizational Culture and Employee Retention, focused on investigating the retention rate among the college students hired in the public sector. It was found that the organization culture plays a vital role in the retention process. The relationship between the employees' job performance and their retention also varied significantly with organizational culture values.

Miranda, Rodrigo's (2021) The problem of Staff Retention. – aims at finding out

and analyzing the factors that might influence the decision of officers to stick to the organization. The Salvation Army in Finland Salvation Army had made few positive changes such as allowing marriage between officers and non-officers; private health care and flexibility in training. They also introduced the possibility for applying for jobs inside the Company (internal recruiting).

Cardy and Langrick-Hall (2021) conducted a study on retention of employees, which emphasizes more on customer-oriented approach. Employee equity model is the method followed in this research. This study explores more regarding employees' values rather than external factors which have effects on the employees whether to stay or to leave. In other words, this study was concentrated towards internal factors which makes the employees to stay or leave.

Chitra Devi and Latha (2021) conducted research on employee retention in IT sector. The main aim of the research is to identify why employees are migrating one from companies to another i.e., reasons for migration and to analyse the retention benefits. Discriminate analysis tool was used and resulted that the sector has to focus on compensation, job satisfaction and job security as these were some of the important tools used for retention of employees in organizations.

Tripathi et al. (2020) attempted to analyse the problems faced by the professional institutions i.e., private and government institutions and the factors to overcome the difficulties faced by them. Analysis with respect to private and government institutions for Level of job satisfaction, tenure of working, working environment, working hours, job switches and its reasons, faculty loyalty and tenure of service and retention tools were suggested in this study. Pay Dissatisfaction, lack of career growth opportunities, uncomfortable work environment, unsecured job, Loyalty are the factors which determine an attitude in faculties concerning their institutions. The study cited reasons for faculties leaving in existing employment and what made them to stay in the current employment.

Sadaf Zahra et al. (2020) conducted a study in Pakistani Universities and found that compensation, support of the supervisor and work-life policies are some of the key factors in turnover intention and employees consider these a lot when compared to recognition and rewards. It is concluded that less flexibility and heavy work load affects family life. Apart from these motivation, competitive pay, supervisory support, leadership, programs for career development would reduce intention to leave.

Vijayalakshmi V (2020) attempted to analyse the influencing factors of employee retention in automobile industries in India.

Chartered Institute of Personnel and Development report i.e., CIPD (2019) has identified the factors for employee leaving as push and pull factors. Gary Dessler and Biju Varkkey, while discussing a comprehensive approach to retaining employees, stated that after identifying problems of retention, action can be taken to boost employee retention by way of pay rise, hire smart, discuss careers, provide direction, offer flexibility, attractive employee welfare measures, HR practices for high performance, binding contracts etc.

Priyanka and Dubey S K (2019) in their study performed exploratory factor analysis using principal component technique. They have identified employee turnover intentions through eight factors such as i. quality of management practices, ii. Low salary, iii. No career growth opportunity, iv. Lack of support from the peer, supervisors and family members, v. little learning opportunities, vi. Poor working environment i.e., no workplace safety, vii. Communication and viii. Insecurity in job.

Kossivi and Kalgora (2019) attempted to study the various factors for retention from the findings of various previous research studies and brought some factors such as opportunity for development, work-life balance, compensation, style of leadership of the management, work environment, autonomy, training & development, social support etc., In their study, supervision and leadership are explored more and the factors like organizational culture, autonomy and training & development are less explored. Further the scope for further research also stated in the conclusion that based on category of employees can be done in future.

ShouryKuttappa (2018) found that the significance of HR Policies & Practices in the changing business landscape of the 21st century has been spoken about in numerous forums across the world. There is, clearly, a developing awareness that these aspects of management cannot be pushed under the carpets any longer. Nor can there be a “one plan fits all” approach to Human Resource practices any more. Several famous experts have begun to study this sphere and have brought out many interesting findings to the surface. The analysis investigates about a few selected HRM Practices and Policies and sees how these effects the decision makers in this region. It is an attempt to bring to the prominence how HR practioners see these factors, as compared to the rest of the world.

Poonam Madan, Jasleen Kaur Bajwa (2018) found that in the present scenario retaining the employees with the organizations for longer duration for the benefit of both individual and organization have become a crucial point. 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 objective of this research paper is to investigate & understand employee retention strategies prevalent in banking industry. The study also helps to determine the different strategies adopted by banking sector to retain its employees and maintain them.

Das, B. L & Baruah.M (2017) Outstanding to competition for scarce skills, the attraction and withholding of quality employees has emerged as the biggest experiment in social capital administration. This takes resulted in a high turnover rate in most organisations especially in public institution.

Terera. S.R & Ngirande .H (2017) Retention is the process of physically guardianship worker members in a party as it is one of the key fundamentals that are necessary for managerial success. Employees have been vital funds to any business. Established on their serious atmosphere, they can be labeled a life-blood of Organization.

James, L., and Mathew, L. (2017) Practices that add to maintenance emerge in every aspect of HR, and all jobs inside an association should cooperate to create and execute multifaceted maintenance systems. Wide based and focused on procedures, or a mix of both, might be fitting relying upon the circumstances. A solid maintenance system turns into an amazing enrollment tool.

Kumar, A. A & Mathimaran, K. B. (2017) Retaining representative is a procedure which the laborers are urged to suffer with the general public for the concentrated dated of interim or till the achievement of the activity. Maintenance is valuable for the relationship just as the specialist.

Shoaib. M, Noor. A, Tirmizi S.R, Bashir S. (2016) The study reveals the positive relationship of career development opportunities, supervision support, working environment, rewards and work life policies with employee retention.

Cordery J. (2016) The author has arisen because of growing concern within the meat processing industry regarding employee retention and turnover. This report stated that the increasing difficulties in retaining skilled, effective workers amounted to a looming crisis within the industry, and called for the development of effective workforce retention strategies within the industry.

Daniel Esemegbervbie (2016) conducted a study to empirically examine employee retention strategies and its performance in the Nigerian banking sector over the period 2000 – 2005. The author used questionnaire and structured interview to obtain data. The study revealed that the organization if implements employee retention strategies such as regular salary package employee participation in decision making will have a good retention system.

Horwitz et al. (2016) said that the significant creative employee retention strategies designed by Human Resource managers of talented organizations still related to compensation package. Second, opportunities for career development are considered as one of the most significant factors influencing employee retention. It is recommended that a company that wants to encourage its relation with its employees must invest in the development of these employees.

According to Akuoko, O. K. and Ansong, F. (2016), investigated on role of employee retention strategies played in companies because it affects workforce” performance. This analysis investigated the various employee retention strategies and its effect on workers” performance. Five organizations were chosen by simple random sampling technique. They were layered into three production and two service organizations. It was opened that the influence of employee turnover on companies was often expose far-reaching result and may endanger efforts to accomplish organizational objectives (Hill and Jones, 2001). The analysis found that employee retention strategies contributed to employees” commitment to organizational targets, thus, exposing their loyalty to their company. It was also found that when workforce was retained, the knowledge they had acquired facilitated the development of operations of the company they worked for (Butler, P. and Glover, L., 2007).

Keith McIlvane (2016). Corporate culture is an essential part of any organization. The culture is an intangible system that builds employee bonding, trust, and environment. The work culture includes communication, a challenging job, a proactive approach, team spirit, leadership, peer relation, cooperation, and coordination. A favorable work culture encourages the workforce to retain themselves in an organization.

Muhammad Irshad, after 2015 The article described the relationship between human resource practices and employee retention. The researchers identified elements of HR practices that influence employee retention. After analysis, some recommendations they suggested to management to manage employees towards the successful attainment of organizational goals are 1. Improvements in organizational culture, 2. Exit interview system, 3. Turn over based HR Policies, 4. Fair Appraisal System, 5. Employee talent Recognition, 6. salary hikes and promotions, 7. Employee Retraining, 8. Employee Counselling 9. Career Development Opportunities. etc.

Bliss (2007) and Sutherland (2015) contend that organizations lose productivity and social capital and suffer customer defection when a productive employee quits. Knowledge, skills and contacts that a departing employee takes out of the organization constitute a considerable loss. These attributes are, in most cases, lost to a competitor organization that may use this to gain a competitive advantage.

Horwitz et al. (2015) said that the powerful creative employee retention strategies designed by Human Resource managers of talented organizations are still related to the compensation package. Second, career development opportunities are considered one of the most significant factors influencing employee retention. It is recommended that a company that wants to encourage its relationship with its employees must invest in developing these employees.

Zineldin, (2015) has viewed retention as “an obligation to continue to do business or exchange with a particular company on an ongoing basis”.

Ms. Shiwangi Sharma (2020) This paper states that Rewarding and recognizing people according to their performance not only affect the person, but also others in the organization as well. Megha Jain

Doug Lawrence (2015). Employee turnover is the greatest challenge globally, and from 2013 to 2018 is anticipated to be 23 per cent. Mentoring is a technique that can be incorporated along with the leadership style. The focus of mentoring can improve the personal and professional relationships of employees. Mentoring acts as guidance for attracting and retaining high-potential employees. Mentoring is also an effective tool for constructing organizational culture.

According to Kreisman, Barbara J. (2015), the meaning of retention varies from the mechanical (reduce the employee turnover figure to an acceptable level) to the abstract (about the culture and value). He went further to say that the meaning can be couched in curt, wholly objective phrase or in a flowery, vague corporate language by seeing it as a distinct, controllable element of labour management or viewed as a cross functional, pervasive and seemingly all-encompassing set of values or methodologies which centres on how to treat people.

Mitala (2014) identified the preliminary retention strategies motive to include five major elements namely compensation (financial and non-financial incentives); environment (physical structure, surrounding and atmosphere of the workplace); growth (advancement prospect and development on the job vis-a vis organization); relationship (mode of interactions existing between employer and employees, superior and subordinates, subordinates and subordinates, organization and outside world) and support (assistance to needy employees).

According to Gopinath and Becker (2014), effective communications improve employee identification with their agency, build openness, and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect employees' enthusiasm. Many companies are working to provide information that communication, through the most credible sources (e.g., CEO and top management strategies) on a timely and consistent basis.

Stauss et al (2014) have suggested a more detailed and recent definition for the concept of retention which is customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional cognitive retention constructs, and the last two being behavioral intentions.

Dr.Neelam Tandon (2013) The organizations can also incorporate certain fun - related activities, get together, and stress relieving games and other such activities so as to reduce the monotony of the work associated with the IT jobs.

R. P. Suvethashri,Dr. A.Vickram (2013) The author states that business must know and comprehend what motivates his workers to perform best and most critically should utilize these proposals to retain the workers.

Rajeev Mathur & Dr.Anupam Jain (2013) The HR department must find ways to train and develop employees according to their capabilities; also they must find our reasons of people leaving the organization.

Rahman, Lavanya, and Devi (2012) The author stated that creating growth opportunity and imparting effective training to the employee should be the priority for employee retention.

Noah (2012) The author found in his research that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good employer-employee relationship.

Wells & Thelen (2012) The author stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term.

Messmer (2013) The author found that one of the important factors in employee retention is an investment in employee training and career development. The Organization is always invested in the form of training and development of those workers from whom they expect to return and give output on its investment.

Das and Vijayalakshmi (2012) The author opined that if an employee feels that there are no more steps ahead in his/her career path in the organization then the employee start to search for alternative opportunity. Securing and retaining skilled employees plays an important role in organization, because employees' knowledge and skills are central to companies' ability to be economically competitive.

Bajpai, Prasad, and Pandey (2012) The author opined that if one happens to achieved the three features of work life balance i.e., the Involvement Rewards are the extra perks you offer beyond the basics of respect and Recognition that make it worth people's while to work hard, to care, to go beyond.

Garg & Rastogi (2012) The author explained that in today's competitive environment feedback is very essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place.

CHAPTER 3 - RESEARCH METHODOLOGY

3.1 METHODOLOGY:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically and the methods adopted in a research study.

3.2. RESEARCH DESIGN:

Descriptive Research Design

A research design is a matter plan specifying the methods and procedures for collecting and analyzing the needed data. It is the frame work for the research plan of action. Research design based on the descriptive research technique employing the survey method and analysis is made on this primary data collected for this projects study.

SAMPLING TECHNIQUE:

Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

3.3. SOURCES OF DATA:

There are two types of data collected.

PRIMARY DATA:

The primary data are those, which are collected fresh for the first time and thus happen to be original in character. In our research, data was collected through the questionnaire method

SECONDARY DATA:

Secondary data are those are already been collected by someone else. The secondary data are collected by analyzing various materials like company profiles, magazines, journals, past records, reports, and websites.

3.4. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about employees and the second part contained the respondent 's opinions about employees

3.5. SAMPLE SIZE: 145

3.6. PERIOD OF STUDY: 3 Month

3.7. LOCATION & TARGETED PEOPLE OF STUDY: Nungambakkam, Chennai.

3.8. HYPOTHESIS ANALYTICAL TOOLS(SPSS)

HYPOTHESIS OF THE STUDY:

Null Hypothesis H0: There is no significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

Alternate Hypothesis H1: There is significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

Null Hypothesis H0: There is no significant relationship between education qualification of the employees and their chances for promotion.

Alternate Hypothesis H1: There is significant relationship between education qualification of the employees and their chances for promotion.

3.9. TOOLS FOR ANALYSIS: Chi square, Anova

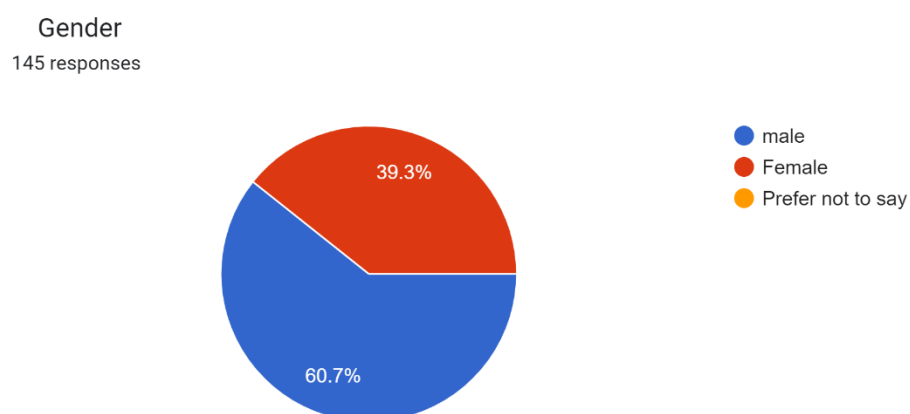
CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS:

TABLE 4.1.1: GENDER OF THE RESPONDENTS

GENDER	NUMBER OF RESPONDENTS	PERCENTAGE
MALE	88	60.7%
FEMALE	57	39.3%
TOTAL	145	100%

CHART 4.1.1: GENDER OF THE RESPONDENTS



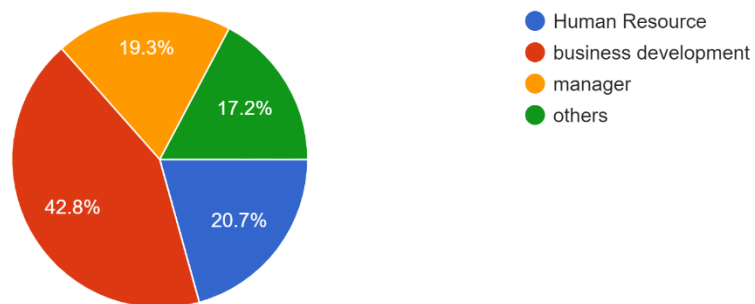
INTERPRETATION: From the above table, it is interpreted that 60.7% is male and 39.3% is female.

TABLE 4.1.2: DESIGNATION OF THE RESPONDENTS

DESIGNATION	NUMBER OF RESPONDENTS	PERCENTAGE
Human Resource	56	20.7%
Business development	38	42.8%
Manager	14	19.3%
Others	41	17.2%
Total	145	100%

CHART 4.1.2: DESIGNATION OF THE RESPONDENTS

Designation
145 responses



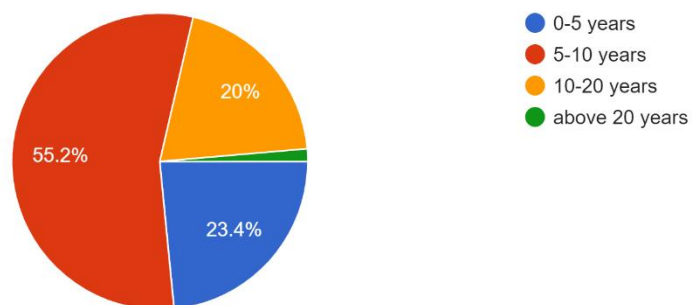
INTERPRETATION: From the above table, it is interpreted that 20.7% is human resource, 42.8% is business development, 19.3% is manager and 17.2% is others.

TABLE 4.1.3: WORK EXPERIENCE OF THE RESPONDENTS

WORK EXPERIENCE	NUMBER OF RESPONDENTS	PERCENTAGE
0-5 years	34	23.4%
5-10 years	80	55.2%
10-20 years	29	20%
20 years and above	2	1.4%
Total	149	100%

CHART 4.1.3: WORK EXPERIENCE OF THE RESPONDENTS

Work Experience
145 responses



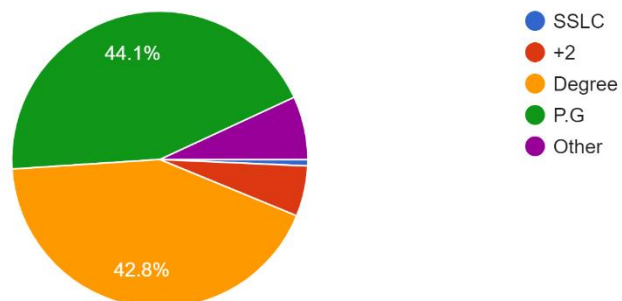
INTERPRETATION: From the above table, it is interpreted that 23.4% is 0-5 years, 55.2% is 5-10 years, 20% is 10-20 years and 1.4% is 20 years above.

TABLE 4.1.4: EDUCATION QUALIFICATION OF THE RESPONDENTS

EDUCATION QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
SSLC	1	0.7%
+2	8	5.5%
DEGREE	62	42.8%
P. G	64	44.1%
OTHERS	10	6.9%
TOTAL	145	100%

CHART 4.1.4: EDUCATION QUALIFICATION OF THE RESPONDENTS

Education Qualification
145 responses



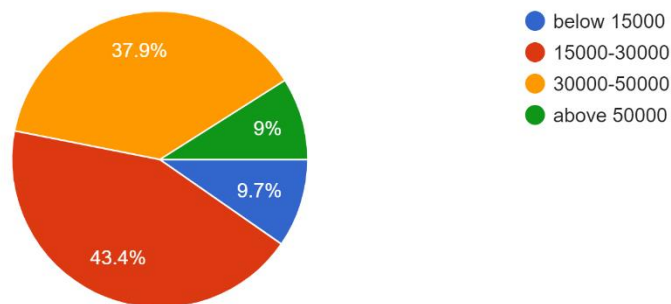
INTERPRETATION: From the above table, it is interpreted that 0.7% is SSLC, 5.5% is +2, 42.8% is U.G, 44.1% is P.G and 6.9% is others.

TABLE 4.1.5: MONTHLY SALARY OF THE RESPONDENTS

MONTHLY SALARY	NUMBER OF RESPONDENTS	PERCENTAGE
Below 15000	14	9.7%
15000-30000	63	43.4%
30000-50000	55	37.9%
50000 above	13	9%
Total	145	100%

CHART 4.1.5: MONTHLY SALARY OF THE RESPONDENTS

Monthly Salary
145 responses



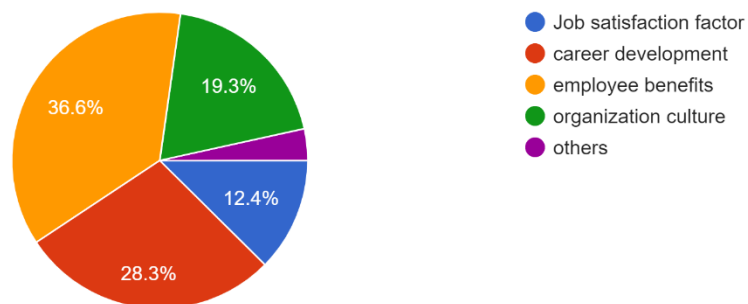
INTERPRETATION: From the above table, it is interpreted that 9.7% is below 15,000, 43.4% is 15,000-30,000, 37.9% is 30,000-50,000 and 9% is 50,000 above.

TABLE 4.1.6: FACTORS LEADING EMPLOYEES TO LEAVE THE ORGANIZATION

FACTORS LEADING EMPLOYEES TO LEAVE THE ORGANIZATION	NUMBER OF RESPONDENTS	PERCENTAGE
Job satisfaction	18	12.4%
Career development	41	28.3%
Employee benefits	53	36.6%
Organization culture	28	19.3%
Others	5	3.4%
TOTAL	145	100%

CHART 4.1.6: FACTORS LEADING EMPLOYEES TO LEAVE THE ORGANIZATION

Factors leading employees to leave the organization
145 responses



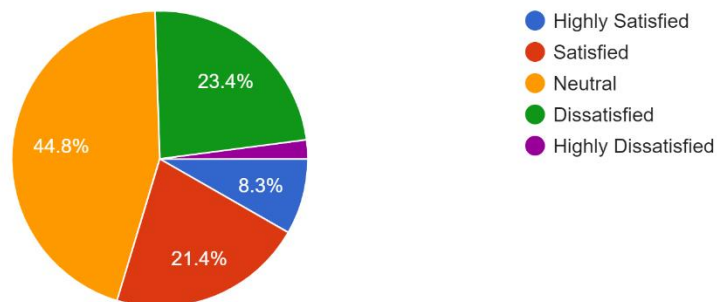
INTERPRETATION: From the above table, it is interpreted that 12.4% is job satisfaction, 28.3% is career development, 36.6% is employee benefits, 19.3% is organisation culture and 3.4% is others.

TABLE 4.1.7: LEAVE FACILITIES OFFERED BY THE COMPANY.

LEAVE FACILITIES OFFERED BY THE COMPANY.	NUMBER OF RESPONDENTS	PERCENTAGE
Highly satisfied	12	8.3%
Satisfied	31	21.4%
Neutral	65	44.8%
Dissatisfied	34	23.4%
Highly dissatisfied	3	2.1%
TOTAL	145	100%

CHART 4.1.7: LEAVE FACILITIES OFFERED BY THE COMPANY.

Leave Facilities offered by the company.
145 responses



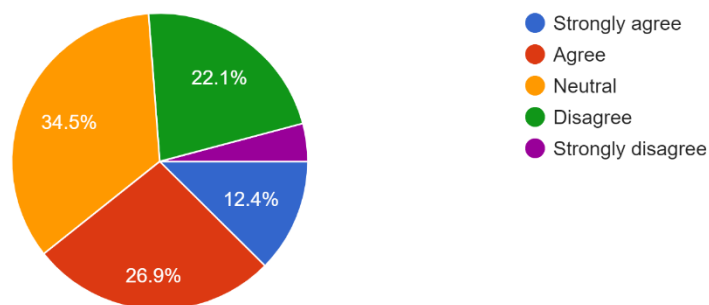
INTERPRETATION: From the above table, it is interpreted that 8.3% is Strongly disagree, 21.4% is Disagree, 44.8% is Neutral, 23.4% is agree and 2.1% is Strongly agree.

TABLE 4.1.8: I RECEIVE THE RIGHT AMOUNT OF SUPPORT AND GUIDANCE FROM MY DIRECT SUPERVISOR

I RECEIVE THE RIGHT AMOUNT OF SUPPORT AND GUIDANCE FROM MY DIRECT SUPERVISOR	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	18	12.4%
Disagree	39	26.9%
Neutral	50	34.5%
Agree	32	22.1%
Strongly agree	6	4.1%
TOTAL	145	100%

CHART 4.1.8: I RECEIVE THE RIGHT AMOUNT OF SUPPORT AND GUIDANCE FROM MY DIRECT SUPERVISOR

I receive the right amount of support and guidance from my direct supervisor.
145 responses



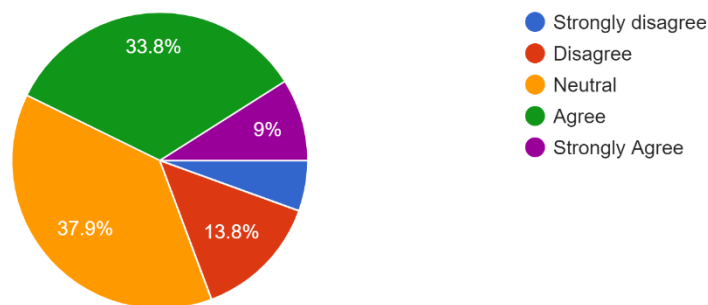
INTERPRETATION: From the above table, it is interpreted that 12.4% is Strongly disagree, 26.9% is Disagree, 34.5% is Neutral, 22.1% is agree and 4.1% is Strongly agree.

TABLE 4.1.9: I AM PROVIDED WITH ALL TRAININGS NECESSARY FOR ME TO PERFORM MY JOB

I AM PROVIDED WITH ALL TRAININGS NECESSARY FOR ME TO PERFORM MY JOB	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	8	5.5%
Disagree	20	13.8%
Neutral	55	37.9%
Agree	49	33.8%
Strongly agree	13	9%
TOTAL	145	100%

CHART 4.1.9: I AM PROVIDED WITH ALL TRAININGS NECESSARY FOR ME TO PERFORM MY JOB

I am provided with all trainings necessary for me to perform my job.
145 responses



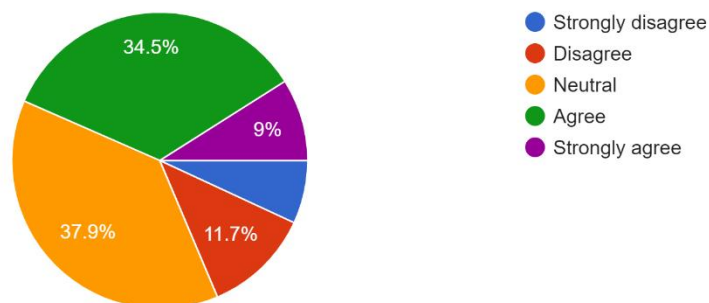
INTERPRETATION: From the above table, it is interpreted that 5.5% is Strongly disagree, 13.8% is Disagree, 37.9% is Neutral, 33.8% is agree and 9% is Strongly agree.

TABLE 4.1.10: I AM SATISFIED WITH MY CHANCES FOR PROMOTION.

I AM SATISFIED WITH MY CHANCES FOR PROMOTION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	10	6.9%
Disagree	17	11.7%
Neutral	55	37.9%
Agree	50	34.5%
Strongly agree	13	9%
TOTAL	145	100%

CHART 4.1.10: I AM SATISFIED WITH MY CHANCES FOR PROMOTION.

I am satisfied with my chances for promotion.
145 responses



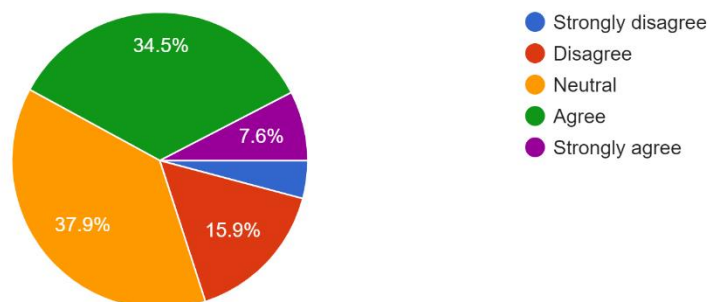
INTERPRETATION: From the above table, it is interpreted that 6.9% is Strongly disagree, 11.7% is Disagree, 37.9% is Neutral, 34.5% is agree and 9% is Strongly agree.

TABLE 4.1.11: THE MANAGEMENT MAKES CHANGES BASED ON MY SUGGESTIONS AND FEEDBACK.

THE MANAGEMENT MAKES CHANGES BASED ON MY SUGGESTIONS AND FEEDBACK.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	6	4.1%
Disagree	23	15.9%
Neutral	55	37.9%
Agree	50	34.5%
Strongly agree	11	7.6%
TOTAL	145	100%

CHART 4.1.11: THE MANAGEMENT MAKES CHANGES BASED ON MY SUGGESTIONS AND FEEDBACK.

The management makes changes based on my suggestions and feedback.
145 responses



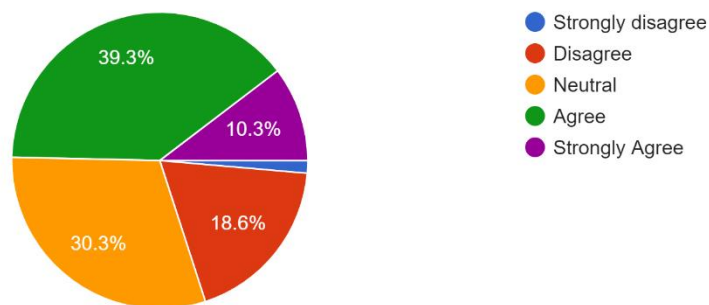
INTERPRETATION: From the above table, it is interpreted that 4.1% is Strongly disagree, 15.9% is Disagree, 37.9% is Neutral, 34.5% is agree and 7.6% is Strongly agree.

TABLE 4.1.12: MY WORK ASSIGNMENTS ARE ALWAYS CLEARLY EXPLAINED TO ME.

MY WORK ASSIGNMENTS ARE ALWAYS CLEARLY EXPLAINED TO ME.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	2	1.4%
Disagree	27	18.6%
Neutral	44	30.3%
Agree	57	39.3%
Strongly agree	15	10.3%
TOTAL	145	100%

CHART 4.1.12: MY WORK ASSIGNMENTS ARE ALWAYS CLEARLY EXPLAINED TO ME.

My work assignments are always clearly explained to me.
145 responses



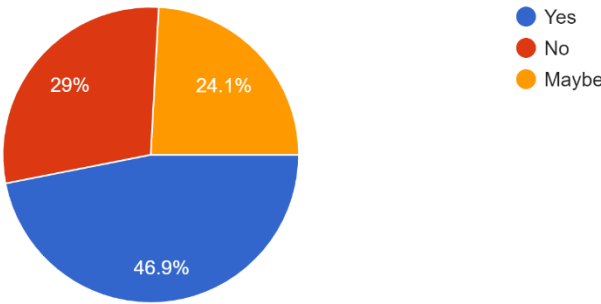
INTERPRETATION: From the above table, it is interpreted that 1.4% is Strongly disagree, 18.6% is Disagree, 30.3% is Neutral, 39.3% is agree and 10.3% is Strongly agree.

TABLE 4.1.13: YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY

YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY	NUMBER OF RESPONDENTS	PERCENTAGE
YES	68	46.9%
NO	42	29%
MAYBE	35	24.1%
TOTAL	145	100%

CHART 4.1.13: YOU CAN PROGRESS YOUR CAREER WITHIN YOUR COMPANY

You can progress your career within your company
145 responses



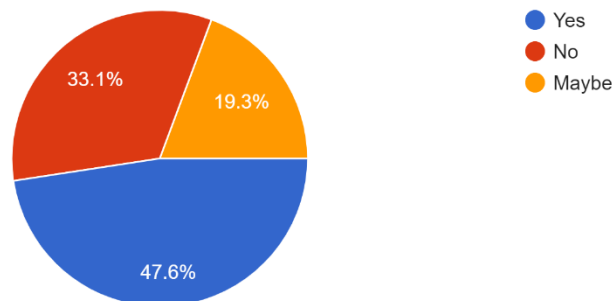
INTERPRETATION: From the above table, it is interpreted that 46.9% is Yes, 29% is No and 24.1% is Maybe.

TABLE 4.1.14: DO YOU LIKE CURRENT EMPLOYEE DEVELOPMENT PROGRAMS

DO YOU LIKE CURRENT EMPLOYEE DEVELOPMENT PROGRAMS	NUMBER OF RESPONDENTS	PERCENTAGE
YES	69	47.6%
NO	48	33.1%
MAYBE	28	19.3%
TOTAL	145	100%

CHART 4.1.14: DO YOU LIKE CURRENT EMPLOYEE DEVELOPMENT PROGRAMS

Do you like current employee development programs
145 responses



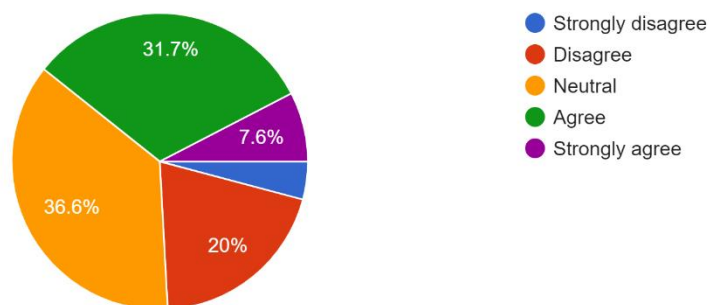
INTERPRETATION: From the above table, it is interpreted that 47.6% is Yes, 33.1% is No and 19.3% is Maybe.

TABLE 4.1.15: I HAVE LEARNED MANY NEW JOB SKILLS IN THIS POSITION.

I HAVE LEARNED MANY NEW JOB SKILLS IN THIS POSITION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	6	4.1%
Disagree	29	20%
Neutral	53	36.6%
Agree	46	31.7%
Strongly agree	11	7.6%
TOTAL	145	100%

CHART 4.1.15: I HAVE LEARNED MANY NEW JOB SKILLS IN THIS POSITION.

I have learned many new job skills in this position
145 responses



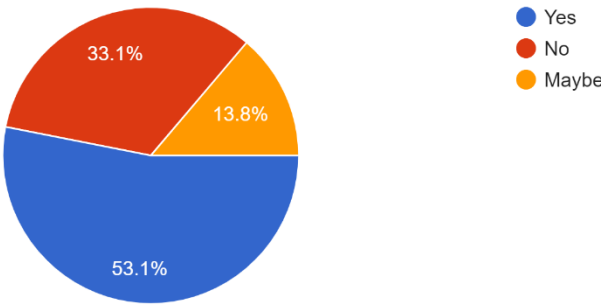
INTERPRETATION: From the above table, it is interpreted that 4.1% is Strongly disagree, 20% is Disagree, 36.6% is Neutral, 31.7% is agree and 7.6% is Strongly agree.

TABLE 4.1.16: DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR CAREER OR PROMOTION PATH.

DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR CAREER OR PROMOTION PATH.	NUMBER OF RESPONDENTS	PERCENTAGE
YES	77	53.1%
NO	48	33.1%
MAYBE	20	13.8%
TOTAL	145	100%

CHART 4.1.16: DO YOU HAVE A CLEAR UNDERSTANDING OF YOUR CAREER OR PROMOTION PATH.

Do you have a clear understanding of your career or promotion path.
145 responses



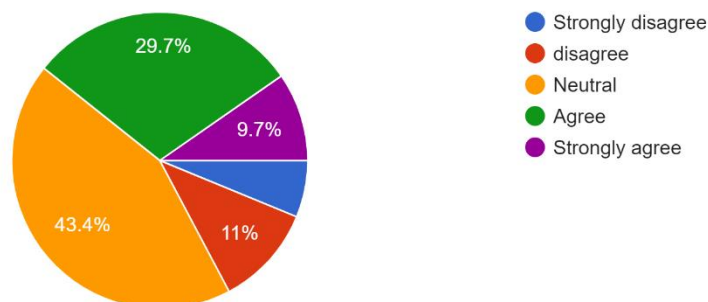
INTERPRETATION: From the above table, it is interpreted that 53.1% is Yes, 33.1% is No and 13.8% is Maybe.

TABLE 4.1.17: I HAVE ADEQUATE OPPORTUNITIES TO DEVELOP MY PROFESSIONAL SKILLS.

I HAVE ADEQUATE OPPORTUNITIES TO DEVELOP MY PROFESSIONAL SKILLS.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	9	6.2%
Disagree	16	11%
Neutral	63	43.4%
Agree	43	29.7%
Strongly agree	14	9.7%
TOTAL	145	100%

CHART 4.1.17: I HAVE ADEQUATE OPPORTUNITIES TO DEVELOP MY PROFESSIONAL SKILLS.

I have adequate opportunities to develop my professional skills.
145 responses



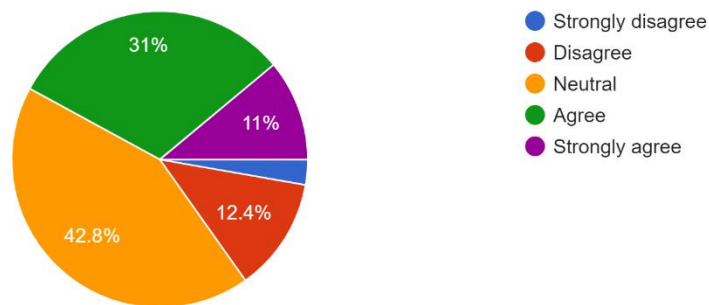
INTERPRETATION: From the above table, it is interpreted that 6.2% is Strongly disagree, 11% is Disagree, 43.4% is Neutral, 29.7% is agree and 9.7% is Strongly agree.

TABLE 4.1.18: I AM SATISFIED WITH MY HEALTH BENEFITS

I AM SATISFIED WITH MY HEALTH BENEFITS	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	4	2.8%
Disagree	18	12.4%
Neutral	62	42.8%
Agree	45	31%
Strongly agree	16	11%
TOTAL	145	100%

CHART 4.1.18: I AM SATISFIED WITH MY HEALTH BENEFITS

I am satisfied with my health benefits
145 responses



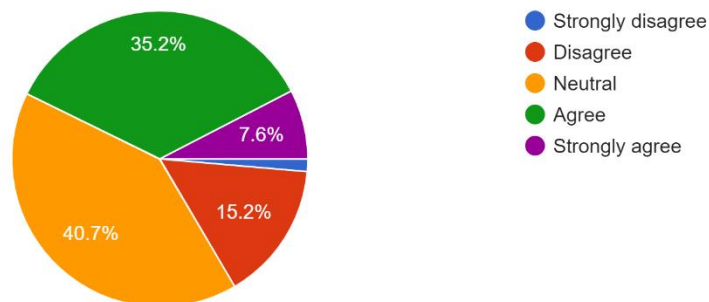
INTERPRETATION: From the above table, it is interpreted that 2.8% is Strongly disagree, 12.4% is Disagree, 42.8% is Neutral, 31% is agree and 11% is Strongly agree.

TABLE 4.1.19: I AM SATISFIED WITH MY FINANCIAL BENEFITS

I AM SATISFIED WITH MY FINANCIAL BENEFITS	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	2	1.4%
Disagree	22	15.2%
Neutral	59	40.7%
Agree	51	35.2%
Strongly agree	11	7.6%
TOTAL	145	100%

CHART 4.1.19: I AM SATISFIED WITH MY FINANCIAL BENEFITS

I am satisfied with my financial benefits
145 responses



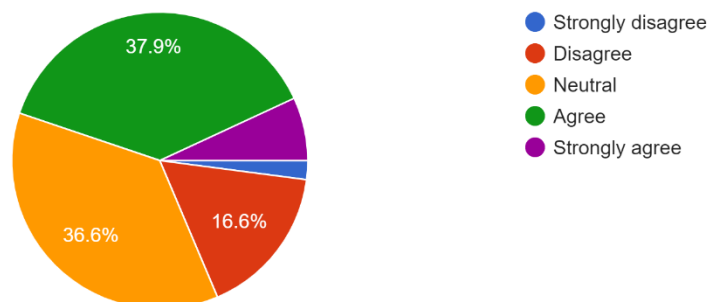
INTERPRETATION: From the above table, it is interpreted that 1.4% is Strongly disagree, 15.2% is Disagree, 40.7% is Neutral, 35.2% is agree and 7.6% is Strongly agree.

TABLE 4.1.20: I AM SATISFIED WITH THE NUMBER OF VACATION, SICK, AND PERSONAL DAYS THAT I RECEIVE.

I AM SATISFIED WITH THE NUMBER OF VACATION, SICK, AND PERSONAL DAYS THAT I RECEIVE.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	3	2.1%
Disagree	24	16.6%
Neutral	53	36.6%
Agree	55	37.9%
Strongly agree	10	6.9%
TOTAL	145	100%

CHART 4.1.20: I AM SATISFIED WITH THE NUMBER OF VACATION, SICK, AND PERSONAL DAYS THAT I RECEIVE.

I am satisfied with the number of vacation, sick, and personal days that I receive.
145 responses



INTERPRETATION: From the above table, it is interpreted that 2.1% is Strongly disagree, 16.6% is Disagree, 36.6% is Neutral, 37.9% is agree and 6.9% is Strongly agree.

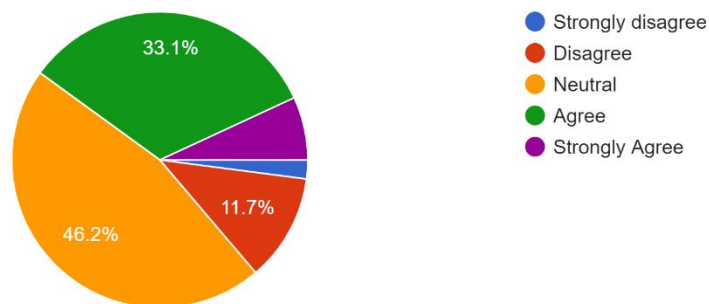
TABLE 4.1.21: I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.

I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	3	2.1%
Disagree	17	11.7%
Neutral	67	46.2%
Agree	48	33.1%
Strongly agree	10	6.9%
TOTAL	145	100%

CHART 4.1.21: I AM SATISFIED WITH MY OPTIONS FOR LIFE INSURANCE.

I am satisfied with my options for life insurance.

145 responses



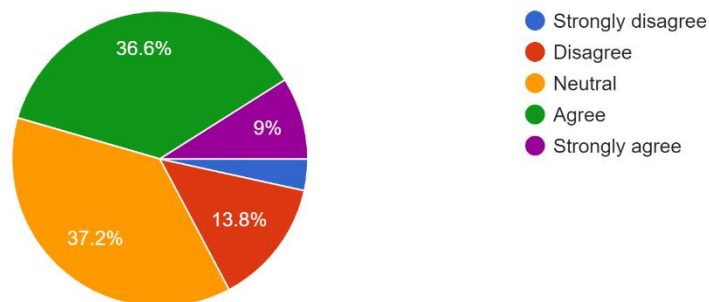
INTERPRETATION: From the above table, it is interpreted that 2.1% is Strongly disagree, 11.7% is Disagree, 46.2% is Neutral, 33.1% is agree and 6.9% is Strongly agree.

TABLE 4.1.22: OUR ORGANIZATION HAS A HIERARCHICAL STRUCTURE

OUR ORGANIZATION HAS A HIERARCHICAL STRUCTURE	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	5	3.4%
Disagree	20	13.8%
Neutral	54	37.2%
Agree	53	36.6%
Strongly agree	13	9%
TOTAL	145	100%

CHART 4.1.22: OUR ORGANIZATION HAS A HIERARCHICAL STRUCTURE

Our organization has a hierarchical structure
145 responses



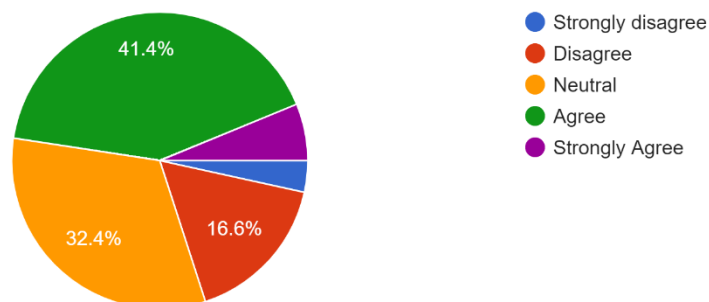
INTERPRETATION: From the above table, it is interpreted that 3.4% is Strongly disagree, 13.8% is Disagree, 36.6% is Neutral, 36.6% is agree and 9% is Strongly agree.

TABLE 4.1.23: I FEEL I CAN EASILY COMMUNICATE WITH MEMBERS FROM ALL LEVELS OF THIS ORGANIZATION.

I FEEL I CAN EASILY COMMUNICATE WITH MEMBERS FROM ALL LEVELS OF THIS ORGANIZATION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	5	3.4%
Disagree	24	16.6%
Neutral	47	32.4%
Agree	60	41.4%
Strongly agree	9	6.2%
TOTAL	145	100%

CHART 4.1.23: I FEEL I CAN EASILY COMMUNICATE WITH MEMBERS FROM ALL LEVELS OF THIS ORGANIZATION.

I feel I can easily communicate with members from all levels of this organization.
145 responses



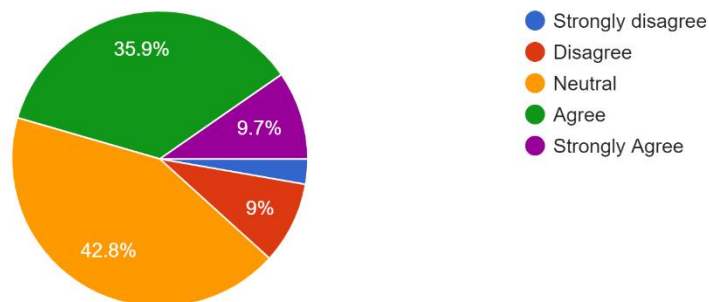
INTERPRETATION: From the above table, it is interpreted that 3.4% is Strongly disagree, 16.6% is Disagree, 32.4% is Neutral, 41.4% is agree and 6.2% is Strongly agree.

TABLE 4.1.24: MY COWORKERS AND I WORK WELL TOGETHER.

MY COWORKERS AND I WORK WELL TOGETHER.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	4	2.8%
Disagree	13	9%
Neutral	62	42.8%
Agree	52	35.9%
Strongly agree	14	9.7%
TOTAL	145	100%

CHART 4.1.24: MY COWORKERS AND I WORK WELL TOGETHER.

My co workers and I work well together.
145 responses



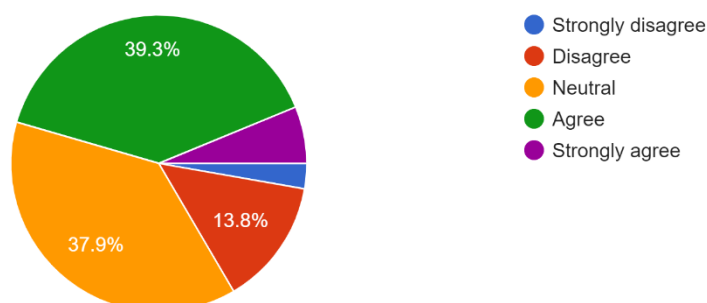
INTERPRETATION: From the above table, it is interpreted that 2.8% is Strongly disagree, 9% is Disagree, 42.8% is Neutral, 35.9% is agree and 9.7% is Strongly agree.

TABLE 4.1.25: MY DEPARTMENT PROVIDES ALL THE EQUIPMENT, SUPPLIES, AND RESOURCES NECESSARY FOR ME TO PERFORM MY DUTIES

MY DEPARTMENT PROVIDES ALL THE EQUIPMENT, SUPPLIES AND RESOURCES NECESSARY FOR ME TO PERFORM MY DUTIES	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	4	2.8%
Disagree	20	13.8%
Neutral	55	37.9%
Agree	57	39.3%
Strongly agree	9	6.2%
TOTAL	145	100%

CHART 4.1.25: MY DEPARTMENT PROVIDES ALL THE EQUIPMENT, SUPPLIES, AND RESOURCES NECESSARY FOR ME TO PERFORM MY DUTIES

My department provides all the equipment, supplies and resources necessary for me to perform my duties
145 responses



INTERPRETATION: From the above table, it is interpreted that 2.8% is Strongly disagree, 13.8% is Disagree, 37.9% is Neutral, 39.3% is agree and 6.2% is Strongly agree.

4.2. ONE-WAY ANOVA TEST:

Null Hypothesis H0: There is no significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

Alternate Hypothesis H1: There is significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

Oneway

Descriptives								
Salary								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
job satisfaction	18	1.22	.428	.101	1.01	1.43	1	2
career development	41	2.00	.000	.000	2.00	2.00	2	2
employee benefits	53	2.66	.478	.066	2.53	2.79	2	3
organization culture	28	3.29	.460	.087	3.11	3.46	3	4
others	5	4.00	.000	.000	4.00	4.00	4	4
Total	145	2.46	.791	.066	2.33	2.59	1	4

ANOVA					
salary					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	69.329	4	17.332	117.154	<.001
Within Groups	20.712	140	.148		
Total	90.041	144			

		Point Estimate	95% Confidence Interval	
			Lower	Upper
salary	Eta-squared	.770	.699	.809
	Epsilon-squared	.763	.690	.803
	Omega-squared Fixed-effect	.762	.689	.802
	Omega-squared Random-effect	.445	.356	.504
a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.				

Post Hoc Tests

Homogeneous Subsets

Salary						
Duncan ^{a,b}						
factors_leading_employees_leaving_organization	N	Subset for alpha = 0.05				
		1	2	3	4	5
job satisfaction	18	1.22				
career development	41		2.00			
employee benefits	53			2.66		
organization culture	28				3.29	
others	5					4.00
Sig.		1.000	1.000	1.000	1.000	1.000
Means for groups in homogeneous subsets are displayed.						
a. Uses Harmonic Mean Sample Size = 14.946.						
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.						

INTERPRETATION: Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted.

4.3. CHI-SQUARE TEST:

Null Hypothesis H0: There is no significant relationship between education qualification of the employees and their chances for promotion.

Alternate Hypothesis H1: There is significant relationship between education qualification of the employees and their chances for promotion.

Crosstabs

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
education_qualification * chances_for_promotion	145	92.4%	12	7.6%	157	100.0%

education_qualification * chances_for_promotion Crosstabulation								
			chances_for_promotion					Total
			SD	D	N	A	SA	
education_qualification	SSLC	Count	1	0	0	0	0	1
		Expected Count	.1	.1	.4	.3	.1	1.0
	HSC	Count	8	0	0	0	0	8
		Expected Count	.6	.9	3.0	2.8	.7	8.0
	UG	Count	1	17	44	0	0	62
		Expected Count	4.3	7.3	23.5	21.4	5.6	62.0
	PG	Count	0	0	11	50	3	64
		Expected Count	4.4	7.5	24.3	22.1	5.7	64.0
	OTH ERS	Count	0	0	0	0	10	10
		Expected Count	.7	1.2	3.8	3.4	.9	10.0
Total		Count	10	17	55	50	13	145
		Expected Count	10.0	17.0	55.0	50.0	13.0	145.0

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	339.187 ^a	16	<.001
Likelihood Ratio	237.958	16	<.001
Linear-by-Linear Association	114.452	1	<.001
N of Valid Cases	145		
a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .07.			

INTERPRETATION:

Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted.

CHAPTER 5

FINDINGS, SUGGESTION AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- Majority 60.7%% of respondents gender is Male.
- Majority 42.8% of respondent's designation is Business development.
- Majority 55.2% of respondents work experience is 5-10 years.
- Majority 44.1% of respondent's education qualification is P.G.
- Majority 43.4% of respondent's monthly salary is 15,000-30,000.
- Majority 36.6% of respondents is employee benefits that the Factors leading employees to leave the organization.
- Majority 44.8% of respondents is Neutral that the leave facilities offered by the company.
- Majority 34.5% of respondents is Neutral that they receive the right amount of support and guidance from my direct supervisor.
- Majority 37.9% of respondents is Neutral that they provided with all trainings necessary for me to perform my job.
- Majority 37.9% of respondents is Neutral that they satisfied with my chances for promotion.
- Majority 37.9% of respondents is Neutral that the management makes changes based on my suggestion and feedback.
- Majority 39.3% of respondents is Agree that their work assignments are always clearly explained to them.
- Majority 46.9% of respondents is Yes that they can progress your career within your company
- Majority 47.6% of respondents is Yes that they like current employee development programs.
- Majority 36.6% of respondents is Neutral that they have learned many new job skills in this position.
- Majority 53.1% of respondents is Yes that they have a clear understanding of career or promotion path.

- Majority 43.4% of respondents is Neutral that they have adequate opportunities to develop professional skills.
- Majority 42.8% of respondents is Neutral that they are satisfied with health benefits.
- Majority 40.7% of respondents is Neutral that they are satisfied with financial benefits.
- Majority 37.9% of respondents is Agree that they are not satisfied with the number of vacation sick and personal days that they receive.
- Majority 46.2% of respondents is Neutral that they are satisfied with my options for life insurance.
- Majority 36.6% of respondents is Neutral that their organization has a hierarchical structure.
- Majority 41.4% of respondents is Agree that they can easily communicate with members from all levels of this organization.
- Majority 42.8% of respondents is Neutral that their co-workers and they work well together.
- Majority 39.3% of respondents is Agree that their department provides all the equipment, supplies, and resources necessary for me to perform my duties.
- Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted. Hence there is significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.
- Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted. Hence there is significant relationship between education qualification of the employees and their chances for promotion.

5.2 SUGGESTION:

Provide mentoring and career development program to the management staffs
Reward the employees in terms of bonus, incentives according to their performance.
Provide proper job rotation to motivate the employees. Provide employees with work schedule which are flexible enough to suit their needs.

RECOMMENDATIONS:

Employees should be rewarded periodically for their performance. Employees should be timely promoted in their job if they perform well. Management should provide better infrastructure to their employees so that they can do their job well. Employees should feel no barriers of communication while they are communicating with their superior. Right employee should be employed at right position so that they feel motivated and can-do work more efficiently.

5.3. CONCLUSION:

“A study on Employee Retention Strategies in TAFE – Tractors and Farm Equipment Limited,” Chennai from the duration of three months and by analyzing the result, the conclusion arrived is that most of the respondents have satisfied with the leave facilities offered by the company. The study shows that Tractors and Farm Equipment Limited should plan and implement new retention policies for improving the future growth of the organization and to reduce the work load of the employee. The study has indicated that most of the employee felt that their pay packages were good and they suggested to improve training and development activities.

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ANNEXURE-I

A STUDY ON EFFECTIVE STRATEGIES OF EMPLOYEE RETENTION IN TRACTORS AND FARM EQUIPMENT LIMITED – TAFE

QUESTIONNAIRE:

1. Name
2. Gender
 - a) Male b) Female
3. Designation
 - a) Human Resource b) business development c) manager d) others
4. Work Experience
 - a) 0-5 b) 5-10 c) 10-20 d) 20 above
5. Education Qualification
 - a) SSLC b) +2 c) degree d) P.G c) other
6. Monthly Salary
 - a) Below 15000 b) 15000-30000 c) 30000 & above
7. Factors leading employees to leave the organization
 - a) Job satisfaction factor b) career development c) employee benefits d) organization culture e) others
8. Leave Facilities offered by the company.
 - a) Highly Satisfied b) Satisfied c) Neutral d) Dissatisfied e) Highly Dissatisfied

JOB SATISFACTION FACTOR

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
9	I receive the right amount of support and guidance from my direct supervisor.					

10	I am provided with all trainings necessary for me to perform my job.					
11	I am satisfied with my chances for promotion.					
12	The management makes changes based on my suggestions and feedback.					
13	My work assignments are always clearly explained to me.					

CAREER DEVELOPMENT

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
14	You can progress your career within your company					
15	Do you like current employee development programs					
16	I have learned many new job skills in this position.					
17	Do you have a clear understanding of your career or promotion path.					
18	I have adequate opportunities to develop my professional skills.					

EMPLOYEE BENEFITS

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
19	I am satisfied with my health benefits					
20	I am satisfied with my financial benefits					
21	I am satisfied with the number of vacation, sick, and personal days that I receive.					
22	I am satisfied with my options for life insurance.					

WORKING ENVIRONMENT AND ORGANISATION CULTURE

S.NO	QUESTION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
23	Our organization has a hierarchical structure					
24	I feel I can easily communicate with members from all levels of this organization.					
25	My coworkers and I work well together.					
26	My department provides all the equipment, supplies, and resources necessary for me to perform my duties					

ANNEXURE II - RESEARCH ARTICLE

A STUDY ON EFFECTIVE STRATEGIES OF EMPLOYEE RETENTION IN TRACTORS AND FARM EQUIPMENT LIMITED – TAFE

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ABSTRACT

Employee retention is a 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. Most employees feel that they are worth more than they are actually paid. There is a natural disparity between what people think they should be paid and what organizations spend in compensation. When the difference becomes too great and another opportunity occurs, turnover can result. Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the employee performs for the organization. Pay is more than "dollars and cents;" it also acknowledges the worth and value of the human contribution. What people are paid has been shown to have a clear, reliable impact on turnover in numerous studies. Employees comprise the most vital assets of the company.

INTRODUCTION

Retention means the length of period employees stay in the organization, Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period or until the completion of the project. On the other hand, high job

satisfaction often consequences in higher levels of employee retention It is a known fact that retaining the best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning. Employee retention matters as organizational issues such as training time and investment, lost knowledge, insecure employees, and a costly candidate search are involved.

REVIEW OF LITERATURE

Dr.Neelam Tandon (2017) The organizations can also incorporate certain fun - related activities, get together, and stress relieving games and other such activities so as to reduce the monotony of the work associated with the IT jobs.

R. P. Suvethashri,Dr. A.Vickram (2019) The author states that business must know and comprehend what motivates his workers to perform best and most critically should utilize these proposals to retain the workers.

Rajeev Mathur & Dr.Anupam Jain (2015) The HR department must find ways to train and develop employees according to their capabilities; also they must find our reasons of people leaving the organization.

Rahman, Lavanya, and Devi (2018) The author stated that creating growth opportunity and imparting effective training to the employee should be the priority for employee retention.

Ms.Shiwangi Sharma (2020) This paper states that Rewarding and recognizing people according to their performance not only affect the person, but also others in the organization as well. Megha Jain

OBJECTIVES OF THE STUDY

- To analyze the relationship between the employee retention and their job satisfaction.
- To examine the necessary conditions to retain the employees
- To provide suitable suggestions on the employee retention.
- To find the individual factors leading employees to leave the organization.

NEED FOR THE STUDY

- This will help to reduce the attrition and to increase the productivity and profit. It will examine and focus on how to make the employee more engaged and committed towards the organizational growth.
- This study focus on employee retention strategies as a predictor of company performance rather than technology and also the extent to which people value, enjoy and believe in what they do.
- It also examines the future growth and employee value proposition

SCOPE OF THE STUDY

- The study is to determine the factors influencing retention of employees in the organization.
- These researches also determine the nature of retaining employees in order to make the employees to feel comfort.
- To motivate the employees to continue to work in the same organization with full interest and hence provide the results to the company it wanted.

RESEARCH METHODOLOGY

Descriptive Research Design

A research design is a matter plan specifying the methods and procedures for collecting and analyzing the needed data. It is the frame work for the research plan of action. Research design based on the descriptive research technique employing the survey method and analysis is made on this primary data collected for this projects study.

SAMPLING TECHNIQUE:

Convenience sampling method

A convenience sample is one of the main types of non-probability sampling methods. A convenience sample is made up of people who are easy to reach.

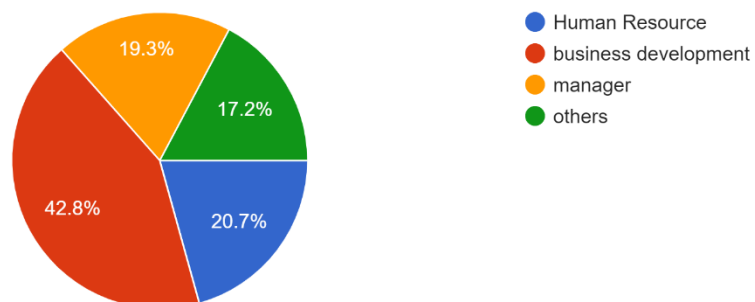
DATA ANALYSIS AND INTERPRETATION

DESIGNATION OF THE RESPONDENTS

DESIGNATION	NUMBER OF RESPONDENTS	PERCENTAGE
Human Resource	56	20.7%
Business development	38	42.8%
Manager	14	19.3%
Others	41	17.2%
Total	145	100%

CHART 4.1.2: DESIGNATION OF THE RESPONDENTS

Designation
145 responses



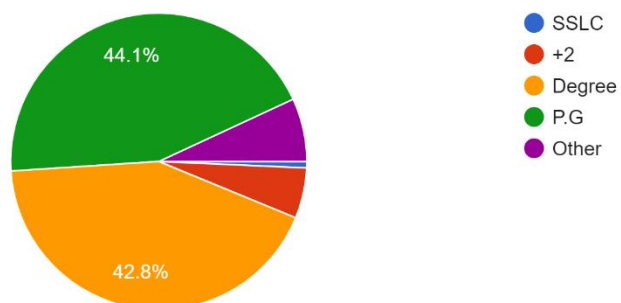
INTERPRETATION: From the above table, it is interpreted that 20.7% is human resource, 42.8% is business development, 19.3% is manager and 17.2% is others.

EDUCATION QUALIFICATION OF THE RESPONDENTS

EDUCATION QUALIFICATION	NUMBER OF RESPONDENTS	PERCENTAGE
SSLC	1	0.7%
+2	8	5.5%
DEGREE	62	42.8%
P. G	64	44.1%
OTHERS	10	6.9%
TOTAL	145	100%

CHART 4.1.4: EDUCATION QUALIFICATION OF THE RESPONDENTS

Education Qualification
145 responses



INTERPRETATION: From the above table, it is interpreted that 0.7% is SSLC, 5.5% is +2, 42.8% is U.G, 44.1% is P.G and 6.9% is others.

ONE-WAY ANOVA TEST:

Null Hypothesis H0: There is no significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

Alternate Hypothesis H1: There is significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.

FACTORS LEADING EMPLOYEES TO LEAVE THE ORGANIZATION	NUMBER OF RESPONDENTS	PERCENTAGE
Job satisfaction	18	12.4%
Career development	41	28.3%
Employee benefits	53	36.6%
Organization culture	28	19.3%
others	5	3.4%
TOTAL	145	100%

ANOVA					
salary					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	69.329	4	17.332	117.154	<.001
Within Groups	20.712	140	.148		
Total	90.041	144			

INTERPRETATION: Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted.

CHI-SQUARE TEST:

Null Hypothesis H0: There is no significant relationship between education qualification of the employees and their chances for promotion.

Alternate Hypothesis H1: There is significant relationship between education qualification of the employees and their chances for promotion.

I AM SATISFIED WITH MY CHANCES FOR PROMOTION.	NUMBER OF RESPONDENTS	PERCENTAGE
Strongly disagree	10	6.9%
Disagree	17	11.7%
Neutral	55	37.9%
Agree	50	34.5%
Strongly agree	13	9%
TOTAL	145	100%

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	339.187 ^a	16	<.001
Likelihood Ratio	237.958	16	<.001
Linear-by-Linear Association	114.452	1	<.001
N of Valid Cases	145		

INTERPRETATION:

Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted.

FINDINGS OF THE STUDY

- Majority 60.7%% of respondents gender is Male.
- Majority 42.8% of respondent's designation is Business development.
- Majority 55.2% of respondents work experience is 5-10 years.
- Majority 44.1% of respondent's education qualification is P.G.
- Majority 43.4% of respondent's monthly salary is 15,000-30,000.
- Majority 36.6% of respondents is employee benefits that the Factors leading employees to leave the organization.
- Majority 44.8% of respondents is Neutral that the leave facilities offered by the company.
- Majority 34.5% of respondents is Neutral that they receive the right amount of support and guidance from my direct supervisor.
- Majority 37.9% of respondents is Neutral that they provided with all trainings necessary for me to perform my job.
- Majority 37.9% of respondents is Neutral that they satisfied with my chances for promotion.
- Majority 37.9% of respondents is Neutral that the management makes changes based on my suggestion and feedback.
- Majority 39.3% of respondents is Agree that their work assignments are always clearly explained to them.
- Majority 46.9% of respondents is Yes that they can progress your career within your company
- Majority 47.6% of respondents is Yes that they like current employee development programs.
- Majority 36.6% of respondents is Neutral that they have learned many new job skills in this position.
- Majority 53.1% of respondents is Yes that they have a clear understanding of career or promotion path.
- Majority 43.4% of respondents is Neutral that they have adequate opportunities to develop professional skills.

- Majority 42.8% of respondents is Neutral that they are satisfied with health benefits.
- Majority 40.7% of respondents is Neutral that they are satisfied with financial benefits.
- Majority 37.9% of respondents is Agree that they are not satisfied with the number of vacation sick and personal days that they receive.
- Majority 46.2% of respondents is Neutral that they are satisfied with my options for life insurance.
- Majority 36.6% of respondents is Neutral that their organization has a hierarchical structure.
- Majority 41.4% of respondents is Agree that they can easily communicate with members from all levels of this organization.
- Majority 42.8% of respondents is Neutral that their co-workers and they work well together.
- Majority 39.3% of respondents is Agree that their department provides all the equipment, supplies, and resources necessary for me to perform my duties.
- Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted. Hence there is significant difference between the monthly salary of the employees and the factors leading employees to leave the organization.
- Since p value is 0.001 is less than 0.05 significance value, the null hypothesis is rejected and alternate hypothesis is accepted. Hence there is significant relationship between education qualification of the employees and their chances for promotion.

SUGGESTION:

- Provide mentoring and career development programme to the management staffs
- Reward the employees in terms of bonus, incentives according to their performance.
- Provide proper job rotation to motivate the employees.
- Provide employees with work schedule which are flexible enough to suit their needs.

CONCLUSION:

“A study on Employee Retention Strategies in TAFE – Tractors and Farm Equipment Limited”, Chennai from the duration of three months and by analyzing the result, the conclusion arrived is that the majority of the respondents have satisfied with the leave facilities offered by the company. The study shows that Tractors and Farm Equipment Limited should plan and implement new retention policies forssss improving the future growth of the organization and to reduce the work load of the employee. The study has indicated that most of the employee felt that their pay packages were good and they suggested to improve training and development activities.

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