

A STUDY ON EMPLOYEE RETENTION IN DLK CAREER DEVELOPMENT

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

PRAGATHI.A

Register No.41410228



**DEPARTMENT OF BUSINESS ADMINISTRATION
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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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **PRAGATHI.A-41410228** who carried out the project entitled "**A STUDY ON EMPLOYEE RETENTION IN DLK CAREER DEVELOPMENT**" under my supervision from January 2023 to March 2023

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This is to certify that **MS PRAGATHIA (REG NO: 41410228)** that final year student of MBA (HR and FINANCE) has completed the Project Work duration from **02nd January 2023** to **31st March 2023** under the Topic **"The Study on Employee Retention in DLK Career Development"**.

Yours Sincerely,


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DLK CAREER DEVELOPMENT

DECLARATION

I **PRAGATHI.A (41410228)** hereby declare that the Project Report entitled “**A STUDY ON EMPLOYEE RETENTION IN DLK CAREER DEVELOPMENT**” done by me under the guidance of **DR.S.DHIVYA BHARATHI** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree

DATE: 05.05.2023

A handwritten signature in black ink, appearing to be 'Pragathi.A', with a long diagonal stroke extending upwards and to the right.

PLACE: Chennai

PRAGATHI.A

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ABSTRACT

Employee is considered to be very important in every organization. Employee retention is important in every company, every industry. Because skilled and product knowledge people are very much important for the company to maintain competitive advantage. Training and development of skill requires longer duration along high cost required. Maintaining the skilled employees gives the company to increase its profit. This study is about employee retention measures, activities that are already taken by company, what is needed to be changed required from the minds of employees. Where data are collected as primary data through questionnaire, Analysis of employee data used in percentage analysis, and for statistical measure SPSS is used.

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Chapter-1 `Introduction

1.1. Introduction

Employee retention is the process of keeping employees within an organization for a long period of time. In today's highly competitive job market, organizations have to make every effort to retain their best employees. Employee retention is important because it helps organizations to reduce the cost of recruitment and training. High employee turnover can be a major challenge for organizations, as it can lead to decreased productivity, decreased morale, and increased costs.

Employee retention involves several strategies that organizations can adopt to retain their best employees. Some of the strategies that organizations can use include offering competitive compensation packages, providing opportunities for career growth, offering a positive work environment, and providing work-life balance.

one of the most important factors in retaining employees is offering competitive compensation packages. Employees want to be compensated fairly for the work they do, and they want to be rewarded for their contributions to the organization. Organizations that offer competitive salaries and benefits packages are more likely to retain their best employees.

Another important factor in employee retention is providing opportunities for career growth. Employees want to feel that they are developing professionally, and they want to see a clear path for career advancement within the organization. Organizations that invest in their employees' professional development are more likely to retain their best employees.

A positive work environment is also important for employee retention. Employees want to work in an environment that is supportive, collaborative, and respectful. Organizations that promote a positive work culture are more likely to retain their best employees. Finally, providing work-life balance is an important factor in employee retention. Employees want to have a healthy balance between their work and personal lives, and organizations that

provide flexible work arrangements are more likely to retain their best employees. In conclusion, employee retention is an important aspect of any organization's success. Retaining top talent is critical for maintaining productivity, improving morale, and reducing costs associated with recruitment and training. Organizations can adopt several strategies to retain their best employees, including offering competitive compensation packages, providing opportunities for career growth, offering a positive work environment, and providing work-life balance. By implementing these strategies, organizations can improve their chances of retaining their best employees and achieving long-term success.

1.2. INDUSTRY PROFILE:

The education industry is a vast and complex sector that plays a crucial role in shaping the future of individuals, societies, and nations. It encompasses a wide range of activities related to teaching, training, and learning, including primary and secondary education, higher education, vocational education, adult education, and professional development.

One of the primary goals of the education industry is to provide individuals with the knowledge, skills, and competencies they need to succeed in their personal and professional lives. Education also plays a vital role in promoting social and economic development by creating a skilled workforce, generating new knowledge and ideas, and promoting social mobility.

The education industry is a significant contributor to the global economy. According to a report by Research and Markets, the global education market is expected to reach \$10.55 trillion by 2025, driven by factors such as increasing demand for e-learning, rising government spending on education, and the growing popularity of private education.

Primary and secondary education is a fundamental aspect of the education industry. It is the foundation upon which individuals build their knowledge and skills, and it helps prepare them for higher education and the workforce. Primary and secondary education

is typically provided by schools, both public and private, and it is often mandatory for children to attend school up to a certain age.

Higher education is another critical aspect of the education industry, providing individuals with specialized knowledge and skills in their chosen field of study. Higher education includes universities, colleges, and vocational schools and is often voluntary, requiring individuals to meet specific academic requirements for admission.

The education industry has undergone significant changes in recent years due to technological advancements and changing market demands. E-learning, or online education, has become increasingly popular, providing individuals with more flexibility and accessibility to educational resources. Many universities and colleges have also expanded their online course offerings, allowing students to complete their studies remotely. The education industry has also become more competitive, with private institutions competing with public institutions for students and funding. Private schools and universities often have more resources and offer more specialized programs, but they also tend to be more expensive.

The education industry is also impacted by government policies and regulations. Governments play a significant role in funding education, setting standards for curriculum and accreditation, and ensuring that education is accessible to all individuals, regardless of their socio-economic status.

The education industry faces several challenges, including rising costs, teacher shortages, and disparities in educational attainment among different demographic groups. Many governments and education institutions are working to address these challenges through policies and programs designed to improve access to education, increase teacher recruitment and training, and reduce educational inequalities.

In conclusion, the education industry is a vital sector that plays a significant role in promoting social and economic development. It encompasses a wide range of activities related to teaching, training, and learning, and it is expected to continue to grow and

evolve in the coming years. As society becomes increasingly knowledge-based, education will continue to be a critical factor in promoting individual and collective success.

1.3 COMPANY PROFILE

DLK GROUP:

DLK Technologies Private Limited IT Solutions, headquartered in Chennai, India, is a HIFI web development and digital marketing company who is excellent in the field of innovative website designing and Search Engine Optimization (SEO), Domain registration, Web Hosting, ECommerce Solutions, Graphic Designing, Social Media Marketing, and other software related programs.

1.3.1. Company Vision:

Their vision is to provide best SSO in worldwide by a company in India. for that they are considering maintaining their performance by provide wide range if services considering Web development and digital marketing as key areas.

DLK technologies wants their vision of imaginative and prescient is to make our self as World's maximum valuable network through last overall best performance and specialty in every task that with the help of following as their help to attain its vision,

Mission

The main aim is to improve the wealth producing capability of the business in a globalizing environment through exhibiting efficiency and adopting the brilliant "morethan-enough methodology in work. The company patterned with whole technique around growing the entirety a business needs which ensure to maintain the standards in performance of operations.

Products:

- Small Business Website
- Corporate Website
- E-Commerce Website
- Multi-Vendor Ecommerce Market Place
- Landing Page Designing
- PSD to HTML Conversion
- Responsive Web Designing
- Custom Web Designing Development
- PHP Web Development
- CMS Web Development
- CodeIgniter Web Development
- Joomla Web Development
- WordPress Web Development
- Magento Web Development
- B2B Portal Development
- SEO Services
- Local SEO Services
- Social Media Marketing
- Social Media Management
- Content Marketing Services
- YouTube Video Promotion
- Email Marketing Services
- SMS Marketing Services □ Google Map Promotion
- Google AdWords' PPC Management
- Facebook Advertising
- Google Promotion Services □ Writing Services Graphics
- Logo Designing
- Brochure Designing
- Resume & CV Designing
- Business Card & Stationery
- Flyers & Posters Designing
- Graphic Designing for social media
- Banner Designing Services □ Photoshop Editing

1.3.1.DLK Career Development

DLK Career Development Centre is part of DLK Technologies PVT Ltd is one of the leading Research & Development Centre in Chennai. This company is introduced as one of the most credible Software Development Products and also Faster Development organizations in software project development & Technology Training. It is also work as

a qualitative partner to provide complete Business Solution in People consulting Services and Talent Hiring.

It helps to provide Best Implant training for students to enhance their knowledge on Software Training, Hardware Training and Networking Training. The company also helps exposure in real time industry knowledge Training Depends upon Various Departments. The trainers are delivering a relevant and guided learning experience that combines lecture and practice to deliver that the need about a product or technology that are necessary to provide the competitive candidates' Career Development is a leading training and development company based in Chennai, India. The company specializes in providing comprehensive training programs to help individuals and organizations enhance their skills and knowledge in various industries. DLK Career Development offers a wide range of training programs, including technical training, soft skills training, and leadership development programs. Founded in 2012, DLK Career Development has quickly become one of the most trusted and reliable training and development companies in India. The company has a team of experienced trainers and industry experts who deliver customized training programs to meet the specific needs of each client. The trainers at DLK Career Development have years of experience in their respective industries and are passionate about helping others enhance their skills and knowledge. DLK Career Development offers a variety of training programs in the fields of Information Technology, Computer Science, Electronics and Communication Engineering, Mechanical Engineering, and Civil Engineering. The company also provides soft skills training in areas such as communication, leadership, time management, and customer service. In addition, DLK Career Development offers leadership development programs to help individuals and organizations develop their leadership skills and abilities. DLK Career Development has worked with a wide range of clients, including small businesses, startups, and large corporations. The company has a proven track record of delivering high-quality training programs that help individuals and organizations achieve their goals. DLK Career Development has received numerous accolades and awards for its outstanding training programs and commitment to excellence. In conclusion, DLK Career Development is a leading training and development company

that provides comprehensive training programs to help individuals and organizations enhance their skills and knowledge. The company has a team of experienced trainers and industry experts who deliver customized training programs to meet the specific needs of each client. With a proven track record of success, DLK Career Development is a trusted and reliable partner for anyone looking to enhance their skills and achieve their goals.

1.3.2. Retention of talented employees

It refers to the efforts made by an organization to keep its valuable and skilled workers from leaving the company. Retaining top talent is important for businesses to maintain a competitive advantage, foster a positive workplace culture, and sustain long-term success. There are several strategies organizations can use to retain talented employees:

Competitive compensation and benefits: Providing a competitive salary, bonuses, and benefits package is an important factor in retaining employees. **Opportunities for growth and development:** Offering training, career development opportunities, and challenging assignments can help employees feel valued and fulfilled in their work.

Flexible work arrangements: Providing flexible work hours, remote work options, and other accommodation can help employees better balance their work and personal lives.

Strong leadership and management: Having effective and supportive leaders who foster a positive work environment and communicate effectively can help retain employee. **Employee recognition and engagement:** Recognizing employees for their achievements and contributions and encouraging their involvement in decision making can increase their sense of belonging and satisfaction in the workplace.

Employee health and well-being: Providing resources and support for employee health and wellness can help retain employees and increase their overall satisfaction and productivity. **Company culture:** Creating a positive and inclusive company culture that

aligns with employees' values and beliefs can help retain employees and attract new talent. Retaining talented employees is critical to the success and sustainability of an organization. By implementing effective retention strategies, businesses can foster a positive workplace culture and retain their top talent for long-term success. In addition, regularly conducting employee satisfaction surveys, exit interviews, and staying in touch with former employees can provide valuable insights into areas that need improvement in retaining talent. Retaining talented employees is critical to the success and sustainability of an organization. By implementing effective retention strategies, businesses can foster a positive workplace culture and retain their top talent for long-term success.

Retaining talented employees is critical to the success and sustainability of an organization. By implementing effective retention strategies, businesses can foster a positive workplace culture and retain their top talent for long-term success. Retention strategy in human resources refers to the practices and actions that an organization takes to retain its employees and reduce turnover. The goal of an HR retention strategy is to create a positive work environment that supports employee satisfaction, engagement, and commitment to the company. Provide competitive compensation and benefits: Employees are more likely to stay with an organization that offers competitive pay and benefits, such as health insurance, retirement plans, and paid time off. Retention strategy in human resources refers to the practices and actions that an organization takes to retain its employees and reduce turnover. The goal of an HR retention strategy is to create a positive work environment that supports employee satisfaction, engagement, and commitment to the company. Provide competitive compensation and benefits: Employees are more likely to stay with an organization that offers competitive pay and benefits, such as health insurance, retirement plans, and paid time off. Invest in employee development and training: Providing opportunities for employees to learn new skills and grow in their careers can increase job satisfaction and commitment to the organization. Foster a positive work culture: A positive, supportive work environment can help retain employees and create a sense of community within the company.

Definition of the study:

He explains the first key to success is indeed people. He found the right people first; the vision and strategy can follow. It is the people in the organization who are the key to success.

The organizations want to hold valued employees. Many approaches are used in this regard. The one approach sees success in rewards the second in making jobs more valuable (training and advancement). -Jim Collins

The relationship between the employee's job performance and their retention also differs significantly with organizational culture values. The cultural effects were stronger than the combined influences of the labor market and the new employees' demographic characteristics. John e The relationship between the employee's job performance and their retention also differ significantly with organizational culture values. The cultural effects were stronger than the combined influences of the labor market and the new employees' demographic characteristics. John e. Sheridan

1.4. Objectives of the Study:

Primary Objective:

- The main objective of this study is about the retention efforts made by the organization to retain its employees.

Secondary Objective:

- To measure the factors that determine to stay within the same company.
- To know more about job satisfaction, motivation, and benefits of existing employees
- To evaluate about the monetary and non-monetary benefits impact on employee retention.
- To study about employee relationship with management.

- To evaluate the retention strategies that the company needs to be taken.
- To suggest various measures to improve the existing employees to retain the present company itself.

1.5. Need for the study:

- Retention techniques used in small companies compared to large enterprises. This study helps the small company located in metro city in Chennai.
- Study about the working culture and reasons that motivate employees to stay within the company.
- This study is helpful to choose the freshers/ the persons who choose the career as HR.
- It is also helpful for the management to have a competitive advantage over other companies.

1.6. Scope of the study:

- It uses to Identifies the existing employee benefits; compensation benefits are properly provided will be check in this project.
- to know whether the Employee welfare measures taken by company to maintain the working culture within the company.
- This study is needed to maintain the talented employees within the company itself.
- It is important to know, after pandemic employee turnover becomes a major issue, this study needed to suggest the small industries to retain its employees.
- This study is needed to the future growth of the employees reducing the employee turnover.
- This study also gives the factor that makes the employees stay within the company.

CHAPTER 2 -REVIEW OF LITERATURE

Tammy C. Morse (2011) the author told Humor has been in existence since the beginning of time. Some even claim that humor is the best preventive medicine for stress management and good health. If humor is good for living productively, can it also be good for employee retention and/or employee satisfaction? The purpose of this conceptual and practical paper is to explore the extent to which the use of appropriate humor relates to employee retention and satisfaction, which can enhance the commitment, cohesiveness, and performance of a company's workforce. Another objective is to explore and emphasize the importance of humor and employee retention in the workplace. The paper provides practical recommendations for today's managers and offers a focus for future researchers to empirically test the use of humor and its relationship to employee retention and employee satisfaction.

Abhishek Bhatti and Mathew J Manilal (2021)The few such innovative HR strategies adopted by social enterprises to attract and retain talent, such as offering jobs to people with vision and value congruence, enhancing the credibility of the organization through brand building, providing opportunities for personal growth, creating a sense of ownership among employees through participation in decision making, creating sense of ownership among employees by giving equity shares, creating entrepreneurial opportunities within the organization, finding employees from among beneficiaries, attracting employees to serene lifestyle in peaceful and scenic location and providing attractive fringe benefits to employees. Collectively these strategies seem to suggest that social enterprises adopt a Partnership paradigm' for managing their employees.

Pallavi Shrivastava (2018) With talent management becoming an area of growing concern, there is a need for practicing due diligence in their talent acquisition strategy. To meet the demands for talent with a specific skill set in each timeline, the organizations are adopting innovative recruitment practices to find the correct skill sets and competencies.

Walford-Wright, G. and Scott-Jackson, W. (2018) "Talent Rising; people analytics and technology driving talent acquisition strategy"; the opportunities that have been created through technological advancement in the talent acquisition industry and how this links to strategic HR management (SHRM) and business strategy. It focuses on how an organization can embrace the world's leading technology and compose a unique technology stack to overcome its challenges in talent acquisition.

Ruslan Gergovia (2014) this model deferred compensation as a share of an uncertain future profit granted by a financially constrained employer to her employee in mutual agreement. Deferred compensation serves as a retention mechanism, helping the employer to avoid bankruptcy. The optimal combination of cash and deferred payments that a firm can use to retain qualified personnel depends on the cost of new credit and bankruptcy risk: If interest rates are greater (smaller) than the ex-ante odds of bankruptcy, the employer will defer compensation (pay in cash) to the employee. The employee always improves his position in the labor market if imminent bankruptcy is avoided.

Dr. Nafees A. Khan (2016) 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 imbedded organizational knowledge and learning.

Nowadays companies are struggling to retain employees. As employee attrition has continuously been on the increase, and its coeval phenomenon of employee retention has become an evolving concept. The ultimate solution to the ever-increasing employee attrition is to increase employee engagement/ involvement in the organizations.

Victor Oladipo, Strayer University (2018) American businesses face the challenge of replacing 70 million experienced and talented workers over the coming decades as the Baby Boomer generation retires. The challenge comes at the same time as seismic shifts in the ethnic composition of the American workforce, global economic stagnation,

historically high U.S. unemployment, and global security threats. To remain competitive, executive management must develop stable, long-term talent management strategies to attract, hire, develop, and retain talent. 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.

Patrick J.G. (2014) Human Capital is a company's most asset and market success is directly linked to employee performance. Adopting best practices for recruiting, hiring, and retaining top performers is critical to successful talent acquisition and sustaining bench strength.

SSMRV; CHRIST (2015) Accordingly, the need for highly skilled employees has increased enormously in the market. It is an established fact that talented employees are considered essential for organizational growth but at present they have become essential for survival. This state of attraction and retention of talent from the exceedingly competitive market has led to a war of talent.

Liesel Du Plessis (2015) Organizations are facing significant challenges retainin Generation Y employees. Research shows that, once these individuals are employed, they are not likely to remain in that position for very long. Organizations therefore need to find innovative solutions to retain this group of employees.

Diwakar Singh (2019) Employees are the most important, valuable, and productive asset of an organization and retaining them is one of the toughest challenges for managers. As the replacement cost of key employees involves huge turnover, there is a need to develop a fully integrative retention policy to tackle such type of problems.

Aasha tyag(2012) In the rapidly changing global world economy, it's important to keep pace with the competition and succeed. Today, one of the most crucial sources of competitive advantage is based on human resource efforts through attracting and retaining

talented individuals. The internet has helped in attracting potential candidates to an organization from the recruitment process, which is referred to as E-Recruitment. The practice of issuing a vacant position and applying for a job via a website has increased steadily.

Ahmad Ashmawy & Rashad Yazdani Ard (2019) a competitive and complex nature of the labor market In the digital age recruitment marketing emerged as a consequence of the competitive and complex nature of the labor market.

Daisy Foshan Kwamin (2013) reward systems are adequate, it does not only lead to equity, but increase retention showed that when organizations reward systems are adequate, it does not only lead to equity, but increase retention.

Berisha Laskar Das (2013) Human resources are the lifeblood of any organization. Even though most of the organizations are now a days, found to be technology driven, human resources are required to run the technology. They are the most vital and dynamic resources of any organization.

MANDHANYA, YOGITA (2015) Employee retention is nowadays a concept of keen interest for researchers and human resource professionals because the impact of retention is on all four sides in a 360-degree angle in the organization goal & objective accomplishment. Human Resource as the word suggests is one of the most important factors of production without which no industry can survive. Long-term organizational success depends upon the recruitment, development, reward, and retention of the right people. The loss of talented employees may be very detrimental to the company's future success. Outstanding employees may leave an organization because they become dissatisfied, underpaid, or unmotivated, and while trying to retain employees within the organization they may present other challenges as well.

According to Oster Aker (2019), the employee's satisfaction and retention is considered the cornerstone for success of organization. Previous study divided it into social, mental

or physical dimension. The grouping is based on social contacts at work, characteristics of the work task or the physical and material circumstances associated with work. The retention factors of the mental dimension are work characteristics, employees retaining by flexible tasks where they can use their knowledge and see the results of their efforts. The social dimension refers to the contact employees with each other, both internal and external. The physical dimension consists of working conditions and pay. In order to retain employees, the organization needs to gain information about the dynamics that characterized the motivation to work.

Van Knippenberg (2019) suggested that employee can become more loyal and stay in the organization when they identify themselves within a group and contribute to the performance as a group. This suggestion relies on work performed by Locke and developed good setting theory. The goal is team performance and the individual's feeling part of the group. The focus of Locke was on the goal, but to reach the goal one must associate oneself with the group and task.

Glen (2016) described another framework that manager can use when communicating with its employees to know that the cause of retention consists of nine different predictors: organizational processes, role challenge, values, work, life balance, information, stake/leverage/recognition, management, work environment and product or service.

According to Cable and Judge (2017) employee selection process should also consider improving congruent between employee values and corporate culture.

Ravichandran (2013) employee engagement leads to commitment and psychological attachment and reflects in the form of high retention (low attrition) of employees. The level of engagement in employees can be enhanced by identifying its drivers (influential factors) and work on them. For study, the drivers of the employee engagement are identified, and hypotheses have been formulated. The relationship between employee engagement and

employee retention is examined from the response to separate questionnaires from 185 employees who are chosen based on random sampling.

Perrin's Global work study (2013) Scarlett survey view sit as measurable degree of an employees' emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work. Employee engagement is an emergent working condition and a positive cognitive, emotional, and behavioral state directed toward organizational outcomes.

S.W. &Bryk, A.S. (2012) argue that the employee turnover affects family, organization, and

society. It brings stress to the family as relocation of family and employee will become necessary and financially related issues in connection with the relocation also arise. For an organization it may lead to disruption of service to clients and dissatisfaction of employees due to extra workload. When an employee with critical skills to support the society leaves the organization, it impacts the society badly. With retention a growing concern for organizations, understanding the factors that drive commitment and loyalty among employees is essential for managing increasing turnover risk in the months and years ahead.

As per Corporate Leadership Council report (2018) the highly engaged organizations have the potential to reduce the staff turnover by 87%, the disengaged are four times more likely leave organization than average employees. It was observed that employee retention can be improved by improving employee engagement.

Hay Group study (2011) has identified five key factors that differentiate "stayers" (those committed to the company more than two years) from "leavers" (those planning to leave in two years or less). The key factors are confidence in the organization and leadership, room for employees to grow, a fair exchange between organization and employee, an environment for success and authority and influence. Factors influencing engagement include work environment, rewards and recognition, career development,

supervisor/leader, compensation/remuneration, and employee- organization value match. **According to Gain (2011)** employee turnover has been a major issue pertaining to IT personnel. It has been noted frequently that IT personnel have a stronger than average tendency to leave their current employer to work for another. Employee Retention involves taking measures to encourage employees to remain in the organization for the maximum period. Retention is defined as a voluntary move by an organization to create an environment which engages employees for long term.

Chaminade (2007) The main purpose of retention strategies is to prevent the loss of competent employees from the organization.

According to Agarwal and Ferret (2002) the effective utilization of IT depends on the availability of IT professionals to plan for, develop, maintain, and integrate information systems applications. The ability of organizations to retain their information technology (IT) staff has been a critical factor in the effort to achieve strategic business goals. The exit of an IT professional who knows a project inside and out can delay or even prevent the implementation of a new technology or system.

Moore and Burke (2012) Authors also mentioned that turnover rates of 25 percent-35 percent had been reported in Fortune 500 companies over the past five years, while a supply-demand gap in the IT labor market conceivably exacerbates the IT-retention problem Dess and Shaw (2021) Employee turnover often results in a drain on management time and creates pressures in workforce planning. Intangible costs include negative impact on culture or employee morale; adverse effect on social capital; erosion of organizational memory.

Cheng and Brown (2017) Indirect costs include learning costs for new employees; the costs of being short staffed, with knock-on effects for remaining employees; and costs to the quality of products or services, which can in turn result in lost customers.

Obeysekera (2017) in a study evaluated the HR practices like realistic information about job, job analysis, work life balance and career opportunities, supervisor support and compensation and their impact on employees' intentions to leave which resulted that compensation and job analysis have positive impact on employee turnover.

Agarwal (2023) The literature meaning of the word reward as, "it is something offered by the organization to the workers in response of their performance and contributions which are expected by the workers.

Hustled (2022) Organizations that are more committed to their workers typically made more investments as compared to similar organization in progressive Human Resource practices i.e. education, training & development and compensation package

Walker (2021) compensation offers recognition, but nonmonetary forms of recognition are also not ignored and important. Recognition from bosses, team members, coworkers and customer enhance loyalty. Employee participation in decision making and its influence on actions are also important.

Gomez et al (2015) training provides specialized technique and skills to employee and also and their impact on employees' intentions to leave which resulted that compensation and job analysis have positive impact on employee turnover. helps to rectify deficiencies in employee performance, while development provide the skills and abilities to employee which will need the organization in future. Development of skill consists of improving interpersonal communication, technological knowledge, problem solving and basic literacy etc.

Denton (2020) The literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted to doing a good job and look forward to improving their organizational customers' satisfaction.

Radzinski (2019) a study shows trends of an increased number of job applicants seeking out companies that encourage employee input, growth, education, and teamwork, beyond the traditional compensation/benefits packages offered by employers.

In Sujan sky's (2014) in her research, the author explained how the work environment is influenced by each generation. He offered ideas on how to adapt to the unique traits and work styles for personal connection,

Dibble (2019) shared that employee retention starts with orientation. Dibble identifies key components employers need to provide employees, so they chose to remain with the organization. The employee's acceptance of the organization's vision, mission, values and policies comes by way of effective leadership communication.

Logan (2020) Increasing numbers of organization mergers and acquisitions have employees feeling displeased with the companies that they work for and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfies their need for security. On the other hand, employers have a need to keep their staff from leaving or going to work for other companies... In fact, companies that offer employee development programs are finding success with retaining workers.

Brigitte Kroon and Charissa Freese (2013) The reasons for low turnover which employees have mentioned are work experience, career development, independence, etc. All these motives of employees help organizations to align HR practices accordingly and help them with employee retention.

Employees Brijesh Kishore Goswami, Sushmita Jha (2012) In today's fiercely competitive business landscape, success hinges much on the retention of employees. In a knowledge driven economy, it is the people who are emerging as key competitive differentiators and retaining the talent has become a matter of paramount importance.

But swelling attrition levels across the businesses are strait jacketing the distraught HR practitioner's ability to come up with good retention strategies. Willy-nilly, attrition is here to stay and is not a fringe concern for the companies anymore. The trick lies in having

sound human resource practices in places that can effectively combat the scourge of attrition.

Lucas (2013) report that employers don't understand the expense of high employee turnover. Recruiting new staff is costly due to advertising and administrative expenses, time and resources for onboarding and training, as well as loss of productivity.

According to SHRM's (2004) employee survey most employees quit their job due to reasons that include: lack of opportunities for professional development, inadequate compensation, poor work/life balance, job stress and unfair treatment. This would be even more evident for women and minorities within a less diverse workplace. Diversity in the workplace is a strategy that increases employee retention.

In Sujan sky's (2014) in her research, the author explained how the work environment is influenced by each generation. He offered ideas on how to adapt to the unique traits and work styles for personal connection,

Dibble (2019) shared that employee retention starts with orientation. Dibble identifies key components employers need to provide employees, so they chose to remain with the organization. The employee's acceptance of the organization's vision, mission, values and policies comes by way of effective leadership communication.

Powell's (2012) research that most employers and business leaders often fail to understand why their employees leave. Unfortunately, many business leaders contribute high turnover to poor relations between employees and managers.

K. Sandhya (2011) Employee motivation is one of the important factors that can help the employer to improve employee and organizational performance. Different theories of motivation are discussed.: Open communication, Employee reward program, Career development program, Performance based bonus, Recreation facilities, Gifts at some

occasions. This are the ways to motivate the employees to retain in the same organization.

John E. Sheridan (2017) the relationship between the employees' job performance and their retention also varied significantly with organizational culture values. The cultural effects were stronger than the combined exogenous influences of the labor market and the new employees' demographic characteristics. The cultural effects are estimated to have resulted in over six million dollars' difference in human resource costs between firms with different cultural values.

Michael O. Samuel* and Crispen Chikunga (2019) the employees in both public and private sector organizations were, to a very large extent, influenced to stay in their respective organizations by a combination of intrinsic and extrinsic motivational factors.

The following motivational variables were found to have significantly influenced employee retention in both the public and private sector organizations: training and development, challenging/interesting work, freedom for innovative thinking, and job security.

Brigitte Kroon and Charissa Freese (2013) The reasons for low turnover which employees have mentioned are work experience, career development, independence, etc. All these motives of employees help organizations to align HR practices accordingly and help them with employee retention.

Megan (2017) Retention practices give more importance to factors affecting to cause employee turnover (career opportunities and financial rewards) than on those believed to affect employee retention (social atmosphere, job content, work-life balance). Career opportunities have the strongest impact on employee commitment while the impact of financial rewards is less. Ways recommended for reducing employee attrition are career development, considered to be one of the most important factors. Providing great career development opportunities makes the employees stay in the company for long and at the same time enhances their loyalty to the firm. Also creating a positive social work

environment and adding content to the jobs and tasks to be done by the employees enhances employee satisfaction and commitment.

Logan (2020) Increasing numbers of organization mergers and acquisitions have left employees feeling displeased with the companies that they work for and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfies their need for security. On the other hand, employers have a need to keep their staff from leaving or going to work for other companies... In fact, companies that offer employee development programs are finding success with retaining workers.

CHAPTER 3- RESEARCH METHODOLOGY

3.1. METHODOLOGY:

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Methodology involves studying the methods and theories used in the field to develop an approach that matches the research objectives, while methods are the specific tools and procedures used to collect and analyze data. Research methodology helps to find the suggestion for Retention of employees This time research methodology is framed for the purpose of finding is about RETENTION OF EMPLOYEES IN DLK CAREER DEVELOPMENT.

3.1.1 MEANING OF RESEARCH METHODOLOGY:

Research methodology is a way of explaining how a researcher intends to their research. It's a logical, systematic plan to resolve a research problem.

3.2. RESEARCH DESIGN

Research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle established research question(s) through the collection, interpretation, analysis, and discussion of data.

3.2.1.1QUANTITATIVE APPROCH

Quantitative research is a type of research that collects and analyzes numerical data to test hypotheses and answer research questions. This research typically involves a large sample size and uses statistical analysis to make inferences about a population based on the data collected. It often involves the use of surveys, experiments, or other structured data collection methods to gather quantitative data.

3.3 RESEARCH DESIGN

3.3.1. DESCRIPTIVE RESEARCH

Descriptive research is a study designed to depict the participants in an accurate way.

More

Simply put, descriptive research is all about describing people who take part in the study.

3.4. SAMPLING TECHNIQUE:

3.4.1 CONVENIENCE SAMPLING METHOD:

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

3.5.1 PRIMARY DATA

Primary data means the data which is collected for the first time by the researcher. Primary data is a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, etc.

In this research the Primary data are collected through questionnaire and the respondents are the employees working in the DLK Career development and DLK technologies.

3.5.2 SECONDARY DATA

Secondary data refers to information that has been collected, processed, and published by someone else, rather than the researcher gathering the data firsthand. This can include data from sources such as government publications, academic journals, market research

reports, and other existing datasets Websites and online journals, published reports & Review of literature from published articles used for the project.

3.6. STRUCTURE OF QUESTIONNAIRE:

- Demographic questions
- Likert scale questionnaire
- Close ended questions
- Point scale questionnaire.

3.7.SAMPLE SIZE

The number of individuals you should include in your sample depends on various factors, including the size and variability of the population and your research design. There are different sample size calculators and formulas depending on what you want to achieve with statistical analysis.

3.7.1. SAMPLE SIZE FOR STUDY

Sample size is around 160 samples from people working in DLK career development.

PERIOD OF STUDY:

The period of study is around 3 months.

3.8.1LOCATION & TARGETED PEOPLE OF STUDY:

this study about the location that the office is located. The targeted group of people are people working in DLK group.

3.9 HYPOTHESIS

HYPOTHESIS 1

- H₁H₀(Null Hypothesis): There is no significant difference between salary earned by employee and employee retention.
- (Alternative Hypothesis); There is a significant difference between salary earned by employee and employee retention.

HYPOTHESIS 2

- H₀(Null Hypothesis): There is no significant difference age and level of support.
- H₁(Alternative Hypothesis); There is a significant difference in age and level of support.

HYPOTHESIS 3

- H₀(Null Hypothesis): There is no significant difference between benefits and other benefits.
- H₁(Alternative Hypothesis); There is a significance difference between benefits and other benefits.

TOOLS USED FOR ANALYSIS

- Percentage analysis
- Chi-square
- One –way Anova
- Paired T-test

4 PERCENTAGE ANALYSIS

TOOLS USED FOR ANALYSIS

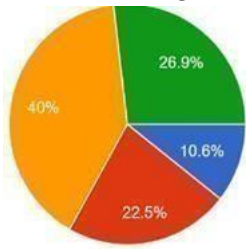
- Percentage analysis
- Chi-square
- One –way Anova
- Paired t test

4.1 PERCENTAGE ANALYSIS

4.1.1. The Age of the respondent result showing in table.

Age of the respondent	Respondent in numbers	Percentage of respondent
21 years - 30 years	17	10.6%
31 years - 40 years	40	22.5%
41 years - 50 years	61	40%
above 50 year	42	26.9%

4.1.2. The Age of the respondent result showing in the chart



INTERPRETATION

- The age of the respondent is between 21 years to 30 years is 10.6%, and 31 years 40 years 22.5% and 41 years- 59 years are high which is 40% and above 26.9 %.

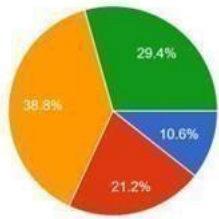
INFERENCE

- The highest percentage of respondents are 40% and
- lowest percentage of respondents are 21 years -30 years having percentage of 10.6%

4.1.3 The salary of the respondent result showing in table.

Salary of the respondent	Percentage showing salary of the respondent	no of respondent
below Rs.15,000	10.6%	17
Rs.15,000Rs.30,000	38.8%	58
Rs.30,000- Rs.45,000	21.2%	39
Above 45,000	29.5%	46

4.1.3. The salary of the respondent result showing in charts.



INTERPRETATION

- The monthly income of people working DLK career development is 10.6 % people income are below 15,000rs. And people between rs.15,000- 30,000 is 21.2 percentage and between rs,30,000 – rs.45,000 is the people who is earning high with a percentage of 38.8%
- And above Rs.45,000 people's earnings are 29.4 %

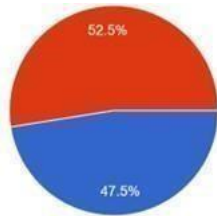
INFERENCE

- Highest percentage of people earnings between rs.30,000- rs45,000
- Lowest percentage of people earnings are below rs.15,000

4.1.4 Gender of the respondents is shown in tables.

Gender of the respondents	Percentage of the respondents.	No of respondents
Male	47.5%	84
Female	52.5%	76

4.1.4. Gender of the respondent shown in charts.



INTERPRETATION:

- Where at DLK career development giving more opportunities for women than the men, with a maximum combination of 52.5% and 47.5%.
- DLK career development operating with highest no of women employees with a minimum no of 84 ladies and rest are men.

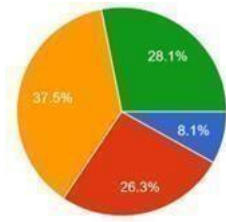
INFERENCE:

- Highest no of participants are ladies with a maximum percentage of 52.5% with 84 ladies.
- Gents with a percentage of 47.5 % having men population of 76.

4.1.5. Educational qualifications of the respondents is shown in table.

Educational qualification	Percentage of the respondents	Respondents shown in numbers
SSLC	8.1%	12
UG Degree	26.3%	37
PG Degree	37.6%	59
Diploma	28.1%	39

4.1.4 Educational qualification of the respondents shown in chart.



INTERPRETATION:

- The percentage of people who is working in DLK Career development is 8.1% of people with Secondary school level, where 28.1 % people are holding undergraduate degree.
- 26.3% of people hold a diploma and PG Degree with 37.5%.

INFERENCE:

- The lowest percentage of people working in DLK having in SSLC as their educational qualification.

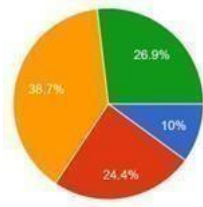
Highest percentage of people working in DLK is having their educational qualifications are 37.5%

4.1.6 experience of the respondents shown in table.

Experience in working in the DLK career development	Percentage of the respondents	Respondents in shown numbers
Below 2 years	10%	16
2 years- 5 years	24.4%	34

5 years- 8 years	38.7%	59
Above 8 years	26.9%	39

4.1.7 Experience of the respondents shown in chart.



INTERPRETATION

- Among 160 respondents, below 2 years people working in the organization are 10% which 16 employees. Where in between 2- 5 years people 24.4 % employees of 39.
- Between the 5- 8 years' work in same organization are high in numbers with a percentage of 38.7% with 62 employees. The people with a maximum no of employees' people works in same company are 26.9% with a amount of 43 employees.

INFERENCE:

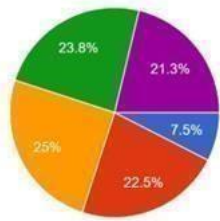
- Only 10% people with less than 2 years
- Where the highest percentage working in organizations is between 5-8 years.

4.1.8 Job security level of agreed percentage of the respondents shown in table.

Organization promises job security	Percentage of the respondents	Respondents shown numbers in
Strongly agree	7.5%	10

agree	22.5%	32
neutral	25%	40
disagree	23.8%	36
Strongly disagree	21.3%	31

4.1.8 Job security level of agreed percentage of the respondents shown in chart.



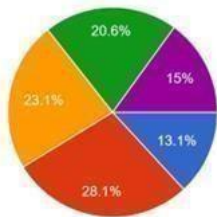
INTERPRETATION

- The findings of employee's opinion job security is, only 7.5 % people are strongly agreed the statement
- Where people with agreed mindset are 22.5% and neutral mindset are 25% where this is highest people mindset.
- Disagree and strongly disagree percentage are 23.8% and 21.3% people are with quite high it the people with agreed statement. INFERENCE
- The disagree mindset people are high in DLK career development.
- Job security is considered as one of the important factors, employees always preferred to stay secured jobs.

4.1.9 Job responsibilities level of satisfied percentage of the respondents shown in table.

Job responsibilities	Percentage of the respondents	Respondents in shown numbers
Very satisfied	13.1%	21
Satisfied	28.1%	43
Neutral	23.1%	41
Dissatisfied	20.6%	32
Very dissatisfied	15%	30

4.1.9 job responsibilities level of satisfied percentage of the respondents shown in chart.



INTERPRETATION

- The respondents' thoughts regarding job responsibilities are people with 13.1 % are very satisfied regarding their responsibilities.
- People with 28.1% are satisfied with their job and people with neutral state are 23.1%
- And people with 20.6% are not satisfied with their responsibilities and 15% of people are not interested in their jobs.

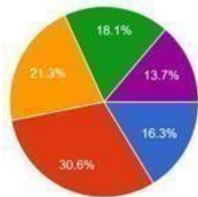
INFERENCE

- The lowest percentage of the people only agreed the job responsibilities with a percentage of 13.1%
- 15% of people are not interested in there,.

4.1.10.salary compensation level of satisfied percentage of the respondents shown in table.

salary, compensation, opinion of the employees	Percentage of the respondents	Respondents in shown numbers
Very satisfied	16.3%	33
Satisfied	30.6%	62
Neutral	21.3%	42
Dissatisfied	18.1%	30
Very dissatisfied	13.7%	15

4.1.10.salary compensation level of satisfied percentage of the respondents shown in chart.



INTERPRETATION:

- The respondents of DLK career development, where 18.1 percentage of people very satisfied and 30.6 % of the people are satisfied with their salary. People with no comments are 21.3%
- Where 18.1% & 13.7% of people are not satisfied with their salary, a company must consider the factor to retain its employees.

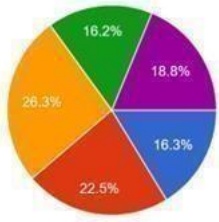
INFERENCE:

- A very high percentage of people are dissatisfied with their salary

4.1.11 Opportunities for profession and career development level of satisfied percentage of the respondents shown in table.

Opportunities for profession al and career development	Percentage of the respondents	Respondents in shown numbers
Very satisfied	16.3%	25
Satisfied	18.8%	27
Neutral	23.6%	38
Dissatisfied	16.2%	25
Very dissatisfied	18.8%	28

4.1.11 Opportunities for profession and career development level of satisfied percentage of the respondents shown in chart.



INTERPRETATIION

- The support provided by superiors is very superior, manager is considered to be very important for the employees to remain in the same organization. Only 46.9% accept that the higher superior treats their employees well and a low percentage of people thinks poor management by their organization.

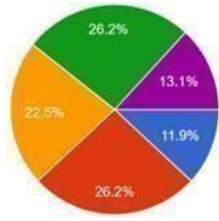
INFERENCE

- Supporting level by higher superior are positive feedback from the employees. Only 46.9% accept that the higher superior treats their employees well and a low percentage of people thinks poor management by their organization.

4.1.12 Work life balance level of satisfied percentage of the respondents shown in table.

Work-life of the employees	Percentage of the respondents	Respondents in shown numbers
excellent	11.9%	18
good	26.2%	50
average	22.5%	38
poor	26.2%	50
Very poor	11.9%	19

4.1.12 Work life balance level of satisfied percentage of the respondents shown in chart.



INTERPRETATION:

- Our opinion regarding work life management is considered very essential for the organization and people with good work-life management goods at their career as well as it will for their personal development.

INFERENCE:

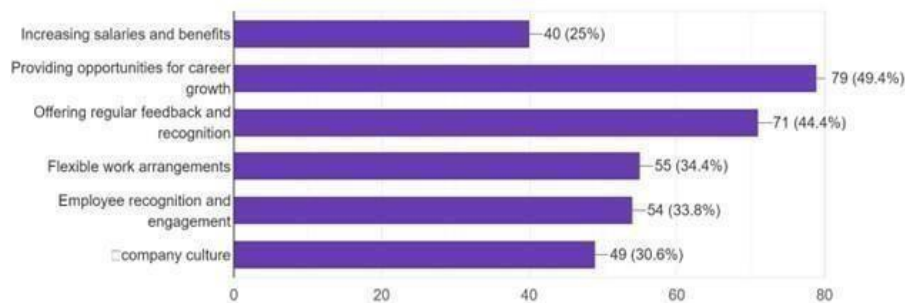
And people with a high percentage are 39.3% are not satisfied with work life balance By the company, which is high compare to the satisfied people.

4.1.13 table showing the factors determine in the same company

Factors stay determine with the s ame company	Percentage of the respondent's choice	No respondents shown numbers of in
Increase salaries and benefits	25	40
Opportunities for career growth	49.5%	79
Feedback and recognition	44.1%	71
Work arrangements	34.4%	55
Company culture	33.8%	54

Employee recognition	30.6%	49
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4.1.13 chart showing the factors determine in the same company



INTERPRETATION

- Factors that determine the decision to stay within the company longer period is consider to be very important
- Though opportunities are career growth are high in with 49.4% with 79 responses filled by respondents.
- Salaries and benefits are considered as very low factor with a percentage of 25 % with 40 responses by respondents.

INFERENCE:

- Salaries and benefits are considered as very low factor with a percentage of 25 % with 40 responses by respond.

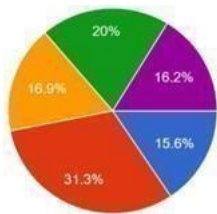
4.1.14level of satisfied percentage of the respondents shown in table.

4.1.14. level of satisfied percentage of the respondents shown in table.

Ideas, thoughts shared	Percentage of the respondents	Respondents in shown numbers
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Very satisfied	15.6%	25
Satisfied	31.6%	27
Neutral	16.9%	38
Dissatisfied	20%	25
Very dissatisfied	16.2%	28

4.1.14 level of satisfied percentage of the respondents shown in table.



INTERPRETATION

- Opportunities to share their ideas for project development the highest percentage of 31.3% with a neutral ministrate.
- Where agreed percentage are very low in sharing of project ideas for projects and disagree, percentage are very high with percentage of 36.2%

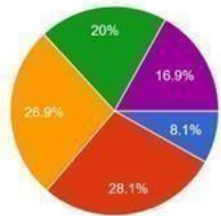
INFERENCE:

- agreed percentage are very low in sharing of project ideas for projects and disagree, percentage are very high with percentage of 36.2%

4.1.13 level of agreed percentage of the respondents shown in table

Retention strategies	Percentage of the respondents	Respondents _{in} shown numbers
Strongly agree	8.1%	10
agree	22.5%	32
neutral	26.9%	47
disagree	20.1%	36
Strongly disagree	16.9%	31

4.1.13 level of agreed percentage of the respondents shown in charts.



INTERPRETATION:

- Our opinion regarding work life management is considered very essential for the organization and people with good work-life management goods at their career as well as it will for their personal development.
- Work life balance 37.1% are satisfied with the organization culture.

INFERENCE

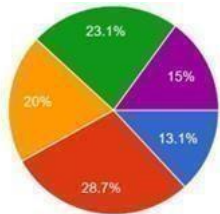
- Retention strategies adopted by the company, employee's opinion about retention strategies is with a percentage of 36.2 % are agreed with retention strategy.
- Retention strategies are 36.9% employees are dissatisfied with the company strategy.

- Employees opinion above improving employee retention is most people choose the option as career growth with a percentage of 90, followed by feedback and recognition is 42.5% and proper work life balance with a percentage of 33.8%.

4.1.14 level of agreed percentage of the respondents shown in table.

Retention strategies	Percentage of the respondents	Respondents in shown numbers
Strongly agree	13.1%	20
agree	23.1%	32
neutral	20%	40
disagree	28.7%	49
Strongly disagree	15%	31

4.1.14 level of agreed percentage of the respondents shown in chart



INTERPRETATION:

- Employees equal opportunities provided by company is above 40% are satisfied with the company treats.
- Disagree percentage about opportunities are slight low with a percentage of 38.1%

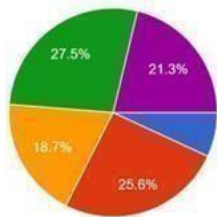
INFERENCE:

- Employees equal opportunities provided by company is above 40% are satisfied with the company treats.

4.1.15 level of agreed percentage of the respondents shown in table.

Rewards and recognition	Percentage of the respondents	Respondents in shown numbers
Strongly agree	7.5%	20
agree	27.5%	32
neutral	18.7%	40
disagree	18,7%	49
Strongly disagree	21.3%	31

4.1.15 level of agreed percentage of the respondents shown in chart.



INTERPRETATION:

- Opportunities to share their ideas for project development the highest percentage of 31.3% with a neutral ministrate.
- Where agreed percentage are very low in sharing of project ideas for projects and disagree, percentage are very high with percentage of 36.2%

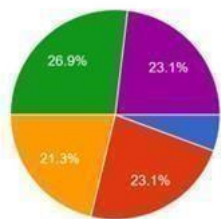
INFERENCE:

- Monetary benefits provided by company to employees, people with a percentage of 31% only agreed this statement.
- Nearly 45% of people disagree with the statement.

4.1.16 level of agreed percentage of the respondents shown in table.

Other benefits	Percentage of the respondents	Respondents shown numbers in
Strongly agree	7.5%	12
agree	26.9%	47
neutral	21.3%	34
disagree	23.1%	39
Strongly disagree	21.3%	31

4.1.16 level of agreed percentage of the respondents shown in chart



INTERPRETATION:

- Employees opinion about other benefits are with a agreed employees percentage of 30 %
- where nearly 50% of people thinks other benefits will not impact on the work of the employees.
- Neutral employees' percentage of 23.4%

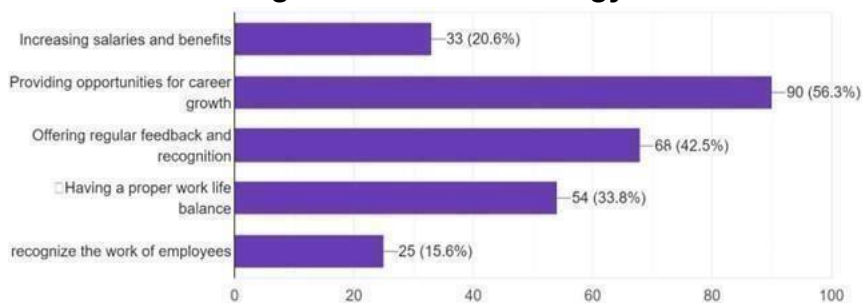
INFERENCE

- Employees opinion about other benefits are with a agreed employees percentage of 30 %
- where nearly 50% of people thinks other benefits will not impact on the work of the employees.

4.1.17 table showing the retention methods to improve in the same company

Factors stay determine with the same company	Percentage of the respondent's choice	No of respondent in s shown numbers
Increase salaries and benefits	25%	40
Opportunities for career growth	56.3%	90
Feedback and recognition	42.5%	66
Work arrangements	33.8%	54
Employee recognition	15.6%	25

4.1.19 chart showing the retention strategy determine in the same company



INTERPRETATION:

- Employees opinion above improving employee retention is most people chosen the option as career growth with a percentage of 90, followed by feedback and recognition is

42.5% and proper work life balance with a percentage of 33.8%. • A low percentage of people only choose recognition of their work.

4.2 CHISQUARE

Age * level of support Cross tabulation

Count

age	Support Very satisfied Satisfied	Neutral	Dissatisfied	Very dissatisfied	satisfied	total
21-30	11	10	12	5	9	47
31-40	14	24	6	10	7	61
40-50	9	11	11	4	11	36
50-60	6	11	6	3	0	16
	40					
Total		46	35	22	17	160

Chi square test	value	Dr	Asymptotic significance sided
Pearson chi-square	22.814	12	0.029
Likelihood ratio	2.557	1	0.110
Linear by line association	26.389	12	0.009
N of Valid Cases	160		

A. 8 cells (40.0%) have expected count less than 5. The minimum expected count is 1.70.

INTERPRETATION:

0.029 is less than 0.05. Therefore, reject the null hypothesis and accept null hypothesis. Since there is a significance between the age and level of support

4.3 Paired T-Test

Paired sample correlation

		N	Correlation	Significance one -sided p	Two-Sided p
Pair 1	Benefits & other	160	-.072	0.184	0.369

Difference

	Std Deviation	mean	Std error mean	95% confidence interval of the difference lower	Upper	t	dr	Significance	Two -one sided p side d p
Benefits & other	0.263	2.585	0.204	-1.138	0.663	1.295	159	0.99	0.197

Hypothesis:

- H₀(Null Hypothesis): There is no significant difference between benefits and other benefits.
- H₁(Alternative Hypothesis); There is a significance difference between benefits and other benefits.

INTERPRETATION

- 0.197, which is greater than 0.05, we accept null hypothesis and reject the alternative hypothesis. There is no significant difference between the salary earned by employees and employee retention.

4.4.ANOVA

retention

	Sum squares	df	Mean square	f	Sig
Between groups	24.158	3	8.053	5.955	<0.001
Within groups	210.942	156	1.352		
Total	235.100	159			

ANOVA Effect Sizes^a

Retention	Eta-squared	0.103	0.021	0.186
				0.170
	Epsilon squared	0.086	0.002	.169
				.064
	Omega - squared fixed effects	0.085	0.002	
	Omega squared random-effect	0.030	-0,001	

A. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model

HYPOTHESIS

H1H0(Null Hypothesis): There is no significant difference between salary earned by employee and employee retention.

(Alternative Hypothesis); There is a significant difference between salary earned by employee and employee retention.

INTERPRETATION

- **0.001** is less than 0.05. We accept alternate hypothesis and reject null hypothesis.

There is a significant difference between salary earned by employee and employee retention. We reject a null hypothesis and accept alternate hypothesis.

CHAPTER 5- FINDINGS, SUGGESTIONS AND LIMITATIONS

5.1 Findings

- Among 160 respondents, below 2 years people working in the organization are 10% which 16 employees. Where in between 2- 5 years people 24.4 % employees of 39.
- Between the 5- 8 years' work in same organization are high in numbers with a percentage of 38.7% with 62 employees. The people with a maximum no of employees' people works in same company are 26.9% with a amount of 43 employees
- The highest percentage of respondents are 40% and
- lowest percentage of respondents are 21 years -30 years having percentage of 10.6%
 - The monthly income of people working DLK career development is 10.6 % people income are below 15,000rs. And people between rs.15,000-30,000 is 21.2 percentage and between rs,30,000 – rs.45,000 is the people who is earning high with a percentage of 38.8%
- And above Rs.45,000 people's earnings are 29.4%
- Where at DLK career development giving more opportunities for women than the men, with a maximum combination of 52.5% and 47.5%.
- DLK career development operating with highest no of women employees with a minimum no of 84 ladies and rest are men.
- The percentage of people who are working in DLK Career development is 8.1% of people with Secondary school level, where 28.1 % of people are holding undergraduate degree.
- 26.3% of people hold a diploma and PG Degree with 37.5%.
- The findings of employee's opinion job security is, only 7.5 % people are strongly agreed the statement of job security

- Where people with agreed mindset are 22.5% and neutral mindset are 25% where this is highest people mindset Job security
- The respondents' thoughts regarding job responsibilities are people with 13.1 % are very satisfied regarding their responsibilities.

The respondents of DLK career development, where 18.1 percentage of people very satisfied and 30.6 % of the people are satisfied with their salary. People with no comments are 21.3%

- Where 18.1% & 13.7% of people are not satisfied with their salary, a company has to consider the factor to retain its employees.
- Employee career growth is important for organization and here people with 16.2% and 18.8% people are dissatisfied with the career development and
- Where people with a lower percentage are only satisfied in the opportunities have helped them to improve their professional goal as well as career development.
- People with a high percentage are not satisfied with their work , organizations need to take care of that.
- The support provided by superiors is very superior, manager is considered to be very important for the employees to remain in the same organization.
- Only 46.9% accept that the higher superior treats their employees well and low percentage of people are thinks poor management by their organization.
- **Supporting level by higher superior are positive feedback from the employees.** • Opinion regarding work life management is considered very essential for the organization and people with good work-life management goods at their career as well as it will for their personal development.
- Work life balance 37.1% are satisfied with the organization culture.
- And people with high percentage are 39.3% are not satisfied with work life balance By the company, which is high compare to the satisfied people
- Factors that determine the decision to stay within the company a longer period is considered to be very important.

- Though opportunities are career growth are high in with 49.4% with 79 responses filled by respondents.
- Salaries and benefits are considering as very low factor with a percentage of 25 % with 40 responses by respondents,
- Opportunities to share their ideas for project development the highest percentage of 31.3% with a neutral mind state.
- Where agreed percentage are very low in sharing of project ideas for projects and disagree, percentage are very high with percentage of 36.2%

Retention strategies adopted by the company, employee's opinion about retention strategies is with a percentage of 36.2 % are agreed with retention strategy.

- Retention strategies are 36.9% employees are dissatisfied with the company strategy.
 - Employees equal opportunities provided by company is above 40% are satisfied with the company treats.
- Disagree percentage about opportunities are slight low with a percentage of 38.1%
 - Recognizes the employees and rewards provided to them are agreed percentage are very high with percentage of 48.8%. people works are highly recognized in DLK and Monetary benefits provided by company to employees, people with a percentage of 31% only agreed this statement
- Employees opinion above improving employee retention is most people chosen the option as career growth with a percentage of 90, followed by feedback and recognition is 42.5% and proper work life balance with a percentage of 33.8%. A low percentage of people only chooses recognition of their work.
- 0.197, which is greater than 0.05, we reject the null hypothesis and accept the alternative hypothesis. There is a significant difference between the salary earned by employees and employee retention.
- 0.016 is less than 0.05. Therefore, we should reject the alternate hypothesis and accept null hypothesis. Since there no significance between the salary earned by employees and retention strategy

5.2 Suggestions

- Retaining key personnel is critical to long term success of an organization. A Retention Strategy has become essential if your organization is to be productive over time and can become an important part of your hiring strategy by attracting the best candidates. In fact, some companies do not have to recruit because they receive so many qualified unsolicited submissions due to their history of excellence in employee retention. The company has to treat them well by providing equal level of providing the professional development to improve their knowledge.
- people with high percentage are 39.3% are not satisfied with work life balance By the company, Work life balance percentage is very low DLK, they have to provide proper work life management
- Salary has equally paid to the employees as per market conditions, which is very important factor. Salaries and benefits are considered as very low factor with a percentage of 25 % with 40 responses by respondents.
- Where 18.1% & 13.7% of people are not satisfied with their salary, a company has to consider the factor to retain its employees Salary amount is very low, where the company has to pay equally.
- The company should provide better motivation to the employees. So that improves the satisfaction of the employees.
- The company should maintain a good relationship with the employees that help to improve their production.
- The company want to change their work schedule and policies of their organization The company should also develop their infrastructure facility of their organization.
- The company want to reduce their employee retention problem and provide promotion offers to their employees Though opportunities are career growth are high in with 49.4% with 79 responses filled by respondents.

- Salaries and benefits are considered as very low factor with a percentage of 25 % with 40 responses by respondents.
- The company should provide job security and statutory benefits to their employees. Where people with agreed mindset are 22.5% and neutral mindset are 25% where this is highest people mindset Job security
- The company should provide training programs for their employees. The company should provide career opportunities to the employees. Where agreed percentage are very low in sharing of project ideas for projects and disagree, percentage are very high with percentage of 36.2%
- The company should provide proper incentives to the employees. benefits provided by the company to employees, people with a percentage of 31% feel need more benefits.
 - The company should maintain proper work timings for the employees and should maintain a proper attendance of the employees.
- The company should provide other benefits properly to the employees

5.3 Limitations

- This study is only about the people who is working in DLK career development.
- This study is for only particular industry.
- This study lasts the period of only 3 months.

5.4 Conclusion

- This study helps to find the various job satisfaction techniques, retention strategies and factors that make the employees stay longer period. This study helps the management to understand their employees in a better way and helps the management take preventive actions to make the employees work for longer duration of years. The data collected from real time experience, where people working in the organization share their thoughts to make the study meaningful.

The data from primary data using questionnaire. The results are obtained by using statistical analysis. This study gives the conclusion of the management need to concern about the employees, because the employees are not satisfied with the retention techniques used by the company. Employees want a balanced work life along with a good salary. Every company must treat their employees in a good manner. So, the company has gained more advantage.

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ANNEXURE -QUESTIONNAIRE

1.Name of the respondent 2.Age

of the respondent

- a. 20 years -30 years
- b. 31 years- 40 years
- c. 41 years -50 years
- d. Above 50 years

3.Gender of the respondent

- a. Male
- b. female

4.Monthly salary

- a. Below rs.15,000
- b. Rs.15,000-Rs.30,000
- c. Rs.30,000-Rs. 45,000
- d. Above rs.45,000

5.Educational qualification

- a. SSLC
- b. UG Degree
- c. Dg degree
- d. Diploma

6. How long you have been working for this organization

- a. Below 2 years
- b. years - 5 years
- c. 5 years -8 years
- d. Above 8 years

7.Organization promises job security to the employees

- a. Strongly agree.

- b. Agree
- c. Neither
- d. Disagree
- e. Strongly disagrees.

8. How satisfied are you with your current job responsibilities? a.

Very satisfied

- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very dissatisfied

9. How satisfied are you with the compensation provided by the company to retain the employees with the same organization? a. Very satisfied

- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very dissatisfied

10. How satisfied are you with the opportunities for professional development and career growth within the company?

- a. Very satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Very dissatisfied

11. How would you rate the level of support provided by your manager? a.

Excellent

- b. Good
- c. Average
- d. Poor
- e. Very poor

12.How would you rate the work-life balance provided by the company? a.

Excellent

b. Good

c. Average

d. Poor

e. Very poor

13.How important are the following factors in your decision to stay with the company?

a. Increasing salaries and benefits.

b. Providing opportunities for career growth.

c. Offering regular feedback and recognition.

d. Flexible work arrangements

e. Employee recognition and engagement

14.Do you have an opportunity to share your ideas, thoughts to project development a.

Strongly agrees.

b. Agree

c. Neither

d. Disagree

e. Strongly disagrees.

15. Are you satisfied with the retention strategies adopted by the organization a.

Strongly agree.

b. Agree

c. Neither

d. Disagree

e. Strongly disagree.

16.Is opportunities is available to all employees?

a. Strongly agree.

b. Agree

- c. Neither
- d. Disagree

e. Strongly disagree.

17. Organizations reward and recognize the achievement of employees? a.

Strongly agree.

- b. Agree
- c. Neither
- d. Disagree
- e. Strongly disagrees.

18. Are employees satisfied with the monetary benefits like bonus, incentives a.

Strongly agree.

- b. Agree
- c. Neither
- d. Disagree
- e. Strongly disagrees.

19. If the employee is satisfied other benefits will have an impact on the work of the employees.

- a. Strongly agree.
- b. Agree
- c. Neither
- d. Disagree
- e. Strongly disagrees.

20. What are the most effective ways to improve employee retention in our organization?

- a. Increasing salaries and benefits.
- b. Providing opportunities for career growth.
- c. Offering regular feedback and recognition.
- d. Having a proper work life balance.

e. All the above

A STUDY ON EMPLOYEE RETENTION IN DLK CAREER DEVELOPMENT

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ABSTRACT

Employee is very important in every organization. Employee retention is important in every company, every industry. Because skilled and product knowledge people are very much important for the company to maintain competitive advantage. Training and development of skill requires longer duration along high cost required. Maintaining skilled employees gives the company to increase its profit. This study is about employee retention measures, activities that are already taken by company, what needed to be change required from the minds of employees. Where data are collected as primary data through questionnaire, Analysis of employee data used in percentage analysis, and for statistical measure SPSS through CHI-SQUARE, ANOVA, Paired TTest is used.

Key words: Employee retention, training and development, cost savings, productive outcome.

INTRODUCTION :

Employee retention is the process of holding an employee for the longer period. Today's market employee retention becomes most important for every organization. It helps organization reduce the cost of recruitment and training, selection process for required skill is difficult for the company. High employee turnover will lead to decreased productivity, morale and affect the goodwill of the company. Employee retention helps to overcome this problem by giving no of strategies to retain the best resources to the company itself for a longer period. If the management is not identifying the problems of employees, it will lead greater loss for the organization. The most important factor that the employee is currently facing is low level of salary, if the work is compensated with proper salary, it will make the employee to choose the company who offers higher level of packaging. The various factors that the employees are facing are lower level of

package, unappropriated working hours and late shift, low rate of bonus, not properly motivated by superior employees. Poor balanced work life and no proper not proper appreciation for the work that they have done. So Organization must identify the problem of the employees. Employee retention helps them. The various employee retention technique is they're at the environment so that the company must choose the appropriate technique. This study is going to take based on employees working in the educational industry, problem that are taken by the employees are taken for consideration. This study is taken by the people working in private educational institute research done based on employees works I that organization. What are the problems employees are currently facing that have taken and suggestions are provided based on statistical analysis.

ADVANTAGES OF EMPLOYEE RETENTION: COST SAVINGS

The main advantage of employee retention is cost savings, because recruitment and selection is high cost process. Selecting the right skilled person based on the profile need is high cost and time consuming for the management.

COMPETITIVE ADVANTAGE

Employee retention creates a competitive advantage market by providing the right people at right work at right time. The employees who is working for the longer period of time will know the product, process and the nature of work. So, it increases the work of the employees.

INCREASES THE REPUTATION OF THE COMPANY

It will increase the reputation of the company, which a company treats the employee very well, that kind of company products are preferred by more customer in the market, if the employee is satisfied with management it will lead to increase the efficiency of the employees.

INCREASE THE OUTCOME

If the employee is satisfied with the management retention techniques, it will lead to an increase in the efficiency of the employees. It will lead to good profit for the company.

PROFITABILITY

Employee retention helps to retain the best employees for the longer period. It will lead to an increase in the work of employees; it will increase the profit, because employees are already aware of their work.

REVIEW OF LITERATURE

Yogita Mandhanya at (2015) the author said in the article by saying that the employee commitment. Cohesiveness and performance is important in the workplace, and it will

lead to the employee retention. This study shows that the company only retain the best employees.

Omer cloucher, laura feluslak (2015l) a few such innovative HR strategies adopted by social enterprises to attract and retain talent, such as offering jobs to people with vision enhancing the credibility of the organization through providing opportunities for personal growth, creating a sense of ownership among employees through participation in decision making, among employees by creating entrepreneurial opportunities within the organization,

Bodjrenuou kossivi ,ming Xu,Bomboma kalgora (2016) With talent management becoming an area of growing concern, there is a need for practicing due diligence in their talent acquisition strategy. To meet the demands for talent with a specific skill set, the organizations are adopting recruitment practices to find the correct skill sets and competencies.

Diwakar singh (2019) The author says that retention is the key for the company to run in a loner period. Retaining the best employees will lead to leading employee trust, increase efficiency and work of the employees.

Leena james lissy Mathew(2012) says that organizations are facing problems in retaining Y type of employees. It is **important** the organization have to take corrective measures to retain its employees.

OBJECTIVES OF THE STUDY: PRIMARY OBJECTIVE:

- The main objective of this study is about the retention efforts made by the organization to retain its employees.

SECONDARY OBJECTIVE:

- To study about employee retention and work life of the employees
- Level of support provided by the superior regarding guidelines, work allocation, appreciation.
- To evaluate the monetary and other monetary benefits provided by the company.

NEEDS OF THE STUDY:

- Retention techniques used in small companies compared to large enterprises. This study helps the small company located in metro city in Chennai.

- Study about the working culture and reasons that motivate employees to stay within the company.
- This study is helpful to choose the freshers/ the persons who choose the career as HR.
- It is also helpful for the management to have a competitive advantage over other companies'

SCOPE OF THE STUDY:

- It uses to Identifies the existing employee benefits; compensation benefits are properly provided will. check this project.
- to know whether the Employee welfare measures taken by company to maintain the working culture within the company.
- This study is needed to maintain the talented employees within the company itself.
- It is important to know, after pandemic employee turnover becomes a major issue, this study needed to suggest the small industries to retain their employees.
- This study is needed for the future growth of the employees by reducing the employee turnover.
- This study also gives the factor that makes the employees stay within the company.

RESEARCH METHODOLOGY:

Research design; descriptive research

Sampling technique: convenience sampling technique.

Data used: Primary data used for analysis; secondary data used for review of literature

Sample size:160 respondents

Period of study: 3 months

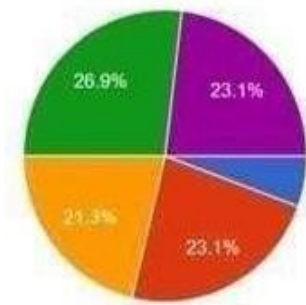
DATA ANALYSIS:

1. The analysis showing of the question of the employees are satisfied with the retention strategy taken by the company.

1.1 level of agreed percentage of the respondents shown in table

RETENTION STRATEGY	Percentage of the respondents	Respondents shown numbers
Strongly agree	7.5%	12
agree	26.9%	43
neutral	21.3%	34
disagree	23.1%	37
Strongly disagree	21.3%	34

1.2 level of satisfied percentage of the respondents shown in chart



INFERENCE:

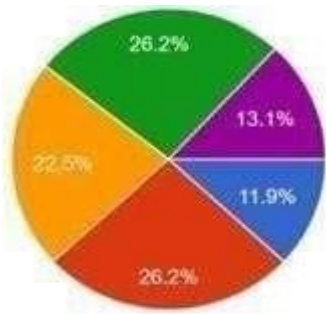
- Where agreed percentage are very low In retention strategies adopted by management is with a of 26.9%

2. The analysis showing that the responses for the question of Opinion of work life of the employees

2.1 level of satisfied percentage of the respondents shown in table

Work-life of the employees	Percentage of the respondents	Respondents in shown numbers
excellent	11.9%	18
good	26.2%	50
average	22.5%	38
poor	26.2%	50
Very poor	11.9%	19

2.2 level of satisfied percentage of the respondents shown in chart.



INFERENCE:

- And people with a high percentage are 39.3% are not satisfied with work life balance by the company, Which is high compared to the satisfied people.

ANALYSIS 2- ANOVA:

HYPOTHESIS

- H0(Null Hypothesis): There is no significant difference between benefits and other benef
- H1(Alternative Hypothesis); There is a significance difference between benefits and other benefits.

	Sum Squares	of Df	Mean Square	F	Sig.
Between groups	24.158	3	8.053	5.955	<.001
Within groups	210.942	156	1.352		
Total	235.100	159			

INTERPRETATION:

0.001 is less than 0.05. We accept alternate hypothesis and reject null hypothesis. There is a significant difference between salary earned by employee and employee retention. We reject a null hypothesis and accept alternate hypothesis.

SUGGESTIONS:

- The company should provide better motivation to the employees. So that improves the satisfaction of the employees.
- The company should maintain a good relationship with the employees that help to improve their production.
- The company want to change their work schedule and policies of their organization ☐ The company should also develop their infrastructure facility of their organization.
- The company wants to reduce their employee retention problem and provide promotion offers to their employees Though opportunities are career growth are high in with 49.4% with 79 responses filled by respondents.

CONCLUSION:

This study helps to find the various job satisfaction techniques, retention strategies and factors that make the employees stay longer period. This study helps the management to understand their employees in a better way and helps the management take preventive actions to make the employees work for longer duration of years. The data collected from

real time experience, where people working in the organization share their thoughts to make the study meaningful.

The data collected from primary data using questionnaire. The results are obtained by using statistical analysis. This study gives the conclusion of the management need to concern about the employees, because the employees are not satisfied with the retention techniques used by the company. Employees want a balanced work life along with a good salary. Every company must treat their employees in a good manner. So, the company has gained more advantage.

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