

A STUDY ON EMPLOYEE RETENTION WITH SPECIAL REFERENCE TO SALCOMP MANUFACTURING INDIA PRIVATE LIMITED

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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40410106



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 2022



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SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **NANCY MARIYA.E.F 40410106** who carried out the project entitled “**A STUDY ON EMPLOYEE RETENTION WITH SPECIAL REFERENCE TO SALCOMP MANUFACTURING**” under my supervision from January 2022 to March 2022.

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I **NANCY MARIYA.E.F (40410106)** hereby declare that the Project Report entitled “**A STUDY ON EMPLOYEE RETENTION WITH SPECIAL REFERENCE TO SALCOMP MANUFACTURING INDIA PRIVATE LIMITED**”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:

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NANCY MARIYA.E.F

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ABSTRACT

Employee retention is the systematic effort to retain the current employees by providing best policies and to recognize various expectations of the employees. The challenge is not only to attract the talented employees and to retain them. The objective of the study is to analyze the organizational factors influencing the employee retention and to find individual factors leading employees to leave the organization and to examine the necessary conditions to retain the employees. The study has done through descriptive research method and the collection of primary data has done through single cluster sampling method under probability sampling method. The research design followed in this study is descriptive research. Questionnaire is used to collect primary data and conceptual review is used for secondary data collection through books, websites. The data is to be analyzed with percentage analysis, chi square & one sample run test and interpretation will be followed. From the study, the findings shows that the respondents are not satisfied with compensation benefits & working environment, the employees feel that their work load is high. The company can implement better working environment to the employees; they can provide proper job rotation to motivate them. Provide flexible work schedule to the employees.

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CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Employee Retention is defined as an organization's ability to retain its employees. It can also be called as a process, in which the resources are motivated and encouraged to stay in an organization for a longer period of time for the sustainability of the organization. The ultimate aim of Employee Retention is to make both the stakeholders, i.e., employees and employer happier. It facilitates loyal employees sticking to the company for a longer duration, which in turn will benefit both the stakeholders. Employee retention is not just a matter that can be dealt with records and reports. It purely depends upon how the employers understand the various concerns of the employees and how they help them resolve their problem, when they are in need. Every organization spends time and invests money in grooming new employees and makes them corporate-ready. The organization will be in complete loss, if such employees quit after they are fully trained. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. Research says that most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases low salary, lack of growth prospects and motivation compel an employee to look for a change. The management must try its level best to retain those employees who are really important for the system and are known to be effective contributor.

CONCEPT OF EMPLOYEE RETENTION:

Whenever the economy picks up, it will have positive impact on the job market resulting in more employment options. This would lead to high turnover rates. As more and more organizations pass through rapidly changing complex business environment, their employees feel uncertain about the future. The rules of the game keep changing. The expectations of the management goals and priorities change very often. This would put heavy pressure on the employees which leads to increased stress, demoralization, and absenteeism, decreased productivity, this all will affect the rate of employee retention. Since people are the most valuable assets, losing them costs money to the organization. Surprisingly, many companies do not make any effort to reduce employee turnover or find out why employees leave and most of them do not rely on any resources to why employee leave. Companies increasingly finding it difficult to retain

talents. Attracting the best talent is one part where as retaining them is another challenge Employee retention is simple to understand, but at the same time it can be difficult to achieve. Knowing what employees want and need is a step in the right direction. Managers must acknowledge and accept that they are accountable for managing the factors within their control to help to retain their most valued employees. Intelligent employees always realize the importance of retaining the best talent. Retaining talent has been so important in the Indian scenario.

Employee retention

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization as well as the employee. Employees today are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job. It is the responsibility of the employer to retain their best employees. If they don't, they would be left with no good employees. A good employer should know how to attract and retain its employees. Retention involves five major things:

- Compensation
- Environment
- Growth
- Relationship
- Support

Employee retention would require a lot of efforts, energy, and resources but the results are worth it.

IMPORTANCE OF EMPLOYEE RETENTION

Now that so much is being done by organizations to retain its employees, why is retention so important? Is it just to reduce the turnover costs? Well, the answer is a definite no. It's not only the cost incurred by a company that emphasizes the need of retaining employees but also the need to retain talented employees from getting poached.

The process of employee retention will benefit an organization in the following ways:

1. The Cost of Turnover:

The cost of employee turnover adds hundreds of thousands of money to a company's expenses. While it is difficult to fully calculate the cost of turnover (including hiring costs,

training costs and productivity loss), industry experts often quote 25% of the average employee salary as a conservative estimate.

2. Loss of Company Knowledge:

When an employee leaves, he takes with him valuable knowledge about the company, customers, current projects and past history (sometimes to competitors). Often much time and money has been spent on the employee in expectation of a future return. When the employee leaves, the investment is not realized.

3. Interruption of Customer Service:

Customers and clients do business with a company in part because of the people. Relationships are developed that encourage continued sponsorship of the business. When an employee leaves, the relationships that employee built for the company are severed, which could lead to potential customer loss.

4. Turnover leads to more turnovers:

When an employee terminates, the effect is felt throughout the organization. Co-workers are often required to pick up the slack. The unspoken negativity often intensifies for the remaining staff.

5. Goodwill of the company:

The goodwill of a company is maintained when the attrition rates are low. Higher retention rates motivate potential employees to join the organization.

6. Regaining efficiency:

If an employee resigns, then good amount of time is lost in hiring a new employee and then training him/her and this goes to the loss of the company directly which many a times goes unnoticed. And even after this you cannot assure us of the same efficiency from the new employee.

What Makes Employee Leave

Employees do not leave an organization without any significant reason. There are certain circumstances that lead to their leaving the organization. The most common reasons can be:

- **Job is not what the employee expected to be:** Sometimes the job responsibilities don't come out to be same as expected by the candidates. Unexpected job responsibilities lead to job dissatisfaction.

- **Job and person mismatch:** A candidate may be fit to do a certain type of job which matches his personality. If he is given a job which mismatches his personality, then he won't be able to perform it well and will try to find out reasons to leave the job.
- **No growth opportunities:** No or less learning and growth opportunities in the current job will make candidate's job and career stagnant.
- **Lack of appreciation:** If the work is not appreciated by the supervisor, the employee feels de-motivated and loses interest in job.
- **Lack of trust and support in coworkers, seniors and management:**
- Trust is the most important factor that is required for an individual to stay in the job. Non-supportive coworkers, seniors and management can make office environment unfriendly and difficult to work in.
- **Stress from overwork and work life imbalance:** Job stress can lead to work life imbalance which ultimately many times lead to employee leaving the organization.
- **Compensation:** Better compensation packages being offered by other companies may attract employees towards themselves.

New job offer:

An attractive job offer which an employee thinks is good for him with respect to job responsibility, compensation, growth and learning etc. can lead an employee to leave the organization.

Employee Retention Tools

In the present scenario, world is turning into a global village and the whole globe is reachable from any destination. In this small world even, companies are reachable to the people and vice versa. And so, their jobs are also easily accessible for everyone. In this situation, the biggest challenge for a company is to retain its workforce intact especially the Knowledge Banks.

All the companies are planning to increase their turnover every moment of time. While in all this workout of increasing the turnover they forget about their loss incurred by the resignation of employees and the expenses of hiring new employees (Hiring Cost, Training Cost, Productivity Loss etc.). This hiring of a new employee normally costs around 35% or more of the average employee salary. For example- let us consider average salary of an employee per year as Rs.20, 000, and then the cost of hiring a new employee and other expenses come around Rs.7, 000. If you have 2 employees resigning per month the cost comes to Rs.14, 000 and taking the same for 12 months comes to around Rs.168, 000, which is a direct loss from the turnover of the company.

And after all this there is always a risk of getting a right employee for the right position with a right attitude.

If an employee resigns, then good amount of time is lost in hiring a new employee and then training him/her and this goes to the loss of the company directly which many a times goes unnoticed. And even after this you cannot assure us of the same efficiency from the new employee (He might be better and might not be). You require time to judge his capabilities and work nature. The loss is even graver if he/she is Your Knowledge Bank, this can bring your process to a standstill even. And above all these things, one resignation many a times triggers a chain reaction among other employees, leading to a negative effect.

For all these and many other reasons you need to retain your employees. For retaining your employees, you need to understand the requirements of the employees and at the same time should make them clear about the expectations of the company from them. It's a general human tendency that each human being thinks himself as important and expects the same from the other side, so the company management should make their employees e smooth processing of that process(At the same time create a backup for him). Care and importance are two things of which every human being is made of.

Below are few of the tools for Employee Retention:-

1. Employee Reward Program

You can make a provision of Monthly or Quarterly Award (depending upon the budget) for the best employee, Awarding 2 or 3 best workers each month. The award can be in terms of gifts or money. If it is money then it should be divided into two parts, first part to be given with the next month salary and the remaining after 6 months. In this way he/she can be retained for 6 more months. These rewards shall be considered at the time of appraisal.

2.Career Development Program

Every individual is worried about his/her career. You can provide them conditional assistance for certain courses which are beneficial from your business point of view. Conditional assistance means the company will bear the expenses only if he/she gets an aggregate of certain percentage of marks. And entrance to that course should be on the basis of a Test and the number of seats to be limited. For getting admitted to such program, You can propose them to sign a bond with the company, like they cannot leave the company for 2 years or something after the successful completion of the course.

3. Performance based Bonus

The employee always comes to know about the profit of the company which is of course based on the strategic planning of the top management and the productivity of the employee. To get more work out of the employee, you can make a provision of Bonus. By this employee will be able to relate himself with the company's profit and hence will work hard. This bonus should be productivity based.

4. Employee Referral Plan

You can introduce Employee Referral Plan. This will reduce your cost (charges of external consultants and searching agencies) of hiring a new employee and up to an extent you can rely on this new resource. On every successful referral, employee can be given a referral bonus after 6 or 9 months of continuous working of the new employee as well as the existing employee. By this you can get a new employee at a reduced cost as well as are retaining the existing one for a longer period of time

5. Loyalty Bonus

You can introduce a Loyalty Bonus Program in which you can reward your employee after a successful completion of a specified period of time. This can be in the form of Money or Position. This will encourage the fellow employees as well whether they are interested in money or position, they will feel fascinated.

6. Giving a voice to the Knowledge Banks

First of all you should try to retain your workforce intact, as they are the intellectual asset of the company. And above that you can't afford losing your knowledge banks. These are the people who stabilize the process. You can involve them in some of the decisions.

7. Employee Recreation

You should also let your employees enjoy in a light mood. You can take your employees to a trip or for an outing every year or bi-yearly. You can make use of this trip as well. You can start this trip with an opening note about the management views and plans, strategies etc. At the same time you can involve your top management into some of the fun activities as this will make feel the employees that they are very close to the management and everybody is same.

8. Gifts at some Occasions

You can give some gifts at the time of one or two festivals to the employees making them feel good and understand that the management is concerned about them.

9. Accountability

You should make each employee accountable so that he can also feel that he is as important as his manager. If he/she will be filled with this sense, he/she will seldom think of leaving the company.

10. Making the managers effective and easily accessible

You should make the management easily accessible so that the employee expectations can be clearly communicated to the top management, as it is impossible for the top management to reach each employee frequently.

11. Surveys

You should conduct regular surveys for feedbacks from employee about their superiors as well as other issues like food, development plans and other suggestions. This will make them feel of their importance and the caring nature of the company. Some of the suggestions might be of real good use for the company. For a company, the workforce is like an intellectual property, both in terms of skills and money. A trained and content workforce can lead a company to new heights while a opposite one can hamper it badly. So, every resignation saved is every dollar earned.

1.2 INDUSTRY PROFILE :

The electronic industry, especially meaning consumer electronics, emerged in the 20th century and has now become a global industry worth billions of dollars. Contemporary society uses all manner of electronic devices built in automated or semi-automated factories operated by the industry. Products are assembled from integrated circuits, principally by photolithography of printed circuit boards. The size of the industry and the use of toxic materials, as well as the difficulty of recycling has led to a series of problem with electronic waste. International regulation and environmental legislation have been developed to address the issues.

1.2.1 HISTORY

The electronic power industry began in the 19th century and this led to the development of all manner of inventions. Grama phones were an early invention and this was followed by radio transmitters and receivers and televisions. The first digital computers were built in 1940s with a slow development in technology and the vacuum tube, was largely supplanted by semiconductor components the fundamental technology of the industry. In the 1990s the personal computer becomes popular. A large part of electronics industry is now involved with digital technology.

The industry now employs large numbers of electronics engineers and electronics technicians to design, develop, test, manufacture, install, and repair electrical and electronic equipment.

1.3 COMPANY PROFILE

Headquarters: Salo (Finland)

President and CEO: MARKKU HANGASJÄRVI

Salcomp develops and manufactures adapters for mobile phones and other electronic devices. We are the market leader in smartphone and tablet charger, and our main customers include major smartphone and tablet manufacturers. Salcomp also delivers power adapter for notebooks, gateway, routers, set-top-boxes, lighting and other electronic applications. Outside the core adapter offering, salcomp also develops and 26 manufactures external battery banks and data link cables. The cumulative production volume of 3.4 billion chargers makes salcomp a pioneer in its industry. The current annual capacity of our production plant is approximately 520 million pieces. Salcomp's headquarters are in Salo (Finland), and the production plants in Shenzhen and Guigang (China), in Manaus (Brazil) and in Chennai and Noida (India). In addition to these locations, we have offices in the USA, Brazil, Taiwan, South Korea, Hong Kong and Japan.

During fiscal year 2017 Salcomp's revenue was 621 million Euros and the company has approximately 16,000 employees. Salcomp is owned by Nordstjernan Group and AP6. Nordstjernan is a family-controlled, unlisted investment company whose business concept is to be an active owner that creates long-term and positive value growth. AP6 (Sixth Swedish National Pension Fund) is a long-term and active investor in unlisted companies.

Salcomp develops and manufactures adapters for mobile phones and other electronic devices. We are the market leader in smartphone and tablet chargers, and our main customers include the major smartphone and tablet manufacturers. Salcomp also delivers power adapters for notebooks, gateways, routers, set-top-boxes, lighting and other electronic applications. Outside the core adapter offering, Salcomp also develops and manufactures external battery banks and data link cables. The cumulative production volume of 3.4 billion chargers makes Salcomp a pioneer in its industry. The current annual capacity of our production plants is approximately 520 million pieces. Salcomp's headquarters are in Salo (Finland), and the production plants in Shenzhen and Guigang (China), in Manaus (Brazil) and in Chennai and Noida (India). In addition to these locations, we have offices in the USA, Brazil, Taiwan, South Korea, Hong Kong and Japan.

1.3.1 HISTORY

- 1973 Salcomp is established in Salo, Finland
- 1973 Salcomp's plant in Uusikaupunki, Finland is founded 27
- 1975 Salcomp's Kemijärvi plant is founded
- 1982 Manufacturing of power supplies begins

- 1983 Acquired by Nokia
- 1988 The world's first switch mode quick charger for mobile phones
- 1995 A strategic decision to focus on mobile phone charger
- 1998 Contract manufacturing begins in China
- 1999 Spin-off from Nokia and expansion of customer base to all major mobile phone manufacturers
- 2001 New local office set-up in Sao Paulo, Brazil
- 2002 A production plant in China
- 2004 Manufacturing in Finland ends
- 2005 Production plant in Brazil
- 2007 Production plant in India
- 2009 New local office set up in Taipei, Taiwan
- 2013 New local office set up in Tokyo, Japan

1.3.2 STRATEGY

Salcomp's mission

Salcomp power the smart world by providing the most innovative and highest quality power supplies and power related solutions

Salcomp's vision

We become No. 1 in global adapter and charger markets and a leading company in other power supplies and power related solutions.

Growth

- Increase order share in CMT business by focusing on fast chargers in China and smart phones in India.
- Expand offering to key customers, for example wireless charging and battery packs. Expand profitably into smart home segments
- Operational Efficiency
- Ramp up Guigang successfully
- Drive India local manufacturing to full potential
- Continuous profitability improvement in Brazil
- Improve material cost competitiveness
- Improve demand supply chain performance

1.3.3 SALCOMP VALUES

• Customer Satisfaction

Customer satisfaction is the base for our operations. We aim to meet our customers' current and future needs and take their expectations into consideration at every turn.

We try to continuously improve customer satisfaction. All members of personnel, shareholders, investors, authorities and other interest groups are also our customers and we treat them accordingly.

- **Respect and responsibility**

We respect human rights and general ethical principles. We appreciate our customers, colleagues and other co-operation partners. We accept diversity and treat everyone fairly under all circumstances. We take responsibility for our products and operations, as well as the environment

- **Continuous learning**

We develop our operations, personal skills and working methods on a continuous basis. We have an open attitude towards new ideas, working methods and feedback and encourage an innovative, bold approach. We recognize the need for change and development and react to them quickly. We accept also failures and try to learn from them.

- **Achievement**

We are committed to our common vision and goals. We realize that the continuity of our business is based on profitability and it is our responsibility to contribute to it. We aim to increase the value of the company through profitable and successful operations and business practices

1.3.4 Manufacturing

Salcomp's strengths are flexible production resources and the ability to deliver large volumes globally. In addition, with our highly efficient logistics we can provide truly global service. The annual capacity of our five production plants manufacturing power adapters, chargers or LED drivers is over 600 million pieces. Salcomp's production plants are in Shenzhen and Guigang, China, in Chennai and Noida, India, and in Manaus, Brazil. A global presence and three separate plants also enable efficient volume allocation, thus resulting in lower costs for our customers.

Guigang and Shenzhen plant, China

- Salcomp's biggest production plants
- Manufactures adapters and chargers for feature phones, smart phones, tablets, notebooks, set-top boxes, point-of-sales devices, digital camcorders, digital photo frames, cordless fixed-line phones, Bluetooth headsets and other electronic devices

- In addition to these, wireless charging pads, LED drivers and external battery packs are manufactured

❖Chennai and Noida Plant, India

- Manufactures chargers for feature phones and smart phones

1.3.5 QUALITY

Customer satisfaction is the base for our operations, and we aim to meet our customers' current and future quality requirements and take their expectations into consideration at every turn. We comply with extensive quality control systems and policies, and we continuously compile and monitor a wide range of quality performance metrics. In addition to our own quality control measures and internal audits, our major customers and independent inspection institutions regularly conduct quality audits of the company's operations globally.

❖Salcomp's quality policy is:

- We aim to ensure customer satisfaction by supplying competitive products and services on time.
- We are committed to meet customer requirements and to comply with relevant legislation and regulations.
- We aim at internal customer relationship between business functions and processes. Continuous improvement of quality is the responsibility of everyone. As part of our supply chain management our partners play a significant role. We expect them to meet our requirements and to further develop their own quality assurance systems.
- To reach these goals for our products, business processes and organizational structures are continuously under development.

1.4OBJECTIVES OF THE STUDY

1.4.1PRIMARY OBJECTIVE

1. To study the employee retention At Salcomp Manufacturing India Private Limited

1.4.2 SECONDARY OBJECTIVE

1. To find the individual factors leading employees to leave the organization.
2. To examine the necessary conditions to retain the employees

1.5 NEED FOR THE STUDY

- 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.

1.6 SCOPE FOR 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.

CHAPTER 2

REVIEW OF LITERATURE

This study explains various factors influencing retention and provides suggestions on employee retention and is discussed as follows:

- One of the important factors of retention is development opportunities. The following researches have mainly focussed on development opportunities. **Hurwitz et al., (2003)** explored in a research that an important factor of retention is personal as well as professional growth and it is the promotion opportunities which enhance commitment of the employees and in turn results in employee retention. Illeris, (2003) emphasized the learning organization strategy model through which the employees' best learning in the work environment actually happens. Kroon (2003) identified that development opportunities can improve employee commitment to retain employees in organizations.
- **Hurwitz (2007)** observed in this study that fun working environment is a conducive factor of retention. Ellet et al., (2007) identified that flexibility plays an important role in retention of employees. Abrams et al., (2008) gave more importance towards the work environment where learning and working is possible in an organization. Tiwari (2012) suggested that organizations in a competitive environment use various strategies which are linked systematically with HR practices so that work environment can be improved
- **Abeysekera (2007)** 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.
- **Holtom et al. (2008)** discussed in this study that the factors that makes the employee for staying and leaving were different. Hay Group (2009) stated that employee engagement includes components such as commitment and discretionary effort. Commitment refers to employees' attachment with an organization and the intent to continue with. Discretionary effort refers to the

employees' readiness to leave. It is discussed that these two components must be considered seriously.

- **Taylor (2010)** while explaining turnover stated that pull and push factors are to be considered. Positive attraction towards alternative job opportunity is pull factors, in which employees are searching for alternative job opportunities even if they are happy and satisfied. In this circumstance, it is highly essential that employer/management must understand the real value of their employees and identify the reasons for searching or what they are expecting in the current job and this would help to retain the talents. The next important factor is push factors, in which some dissatisfied circumstances are prevailing in the current organization which makes the employee to leave for refining work life. There are several attributes for pull and push factors that need to be identified and focused more.
- **Cardy and Lengnick-Hall (2011)** 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 (2011)** conducted a 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. (2011)** 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. (2013)** 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.
- **Chartered Institute of Personnel and Development report i.e CIPD (2015)** 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 (2016)** 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 (2016)** 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.

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. Methodology adopted in this period of work is descriptive type.

3.2 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.

DESCRIPTIVE RESEARCH DESIGN

Descriptive research design was selected to achieve the stated objectives. Research studies are those, which are concerned with describing the characteristics of a particular individual, or group on determining the relationship between the variables as to be measured descriptive research design was selected.

The objective of the descriptive design is to answer the “who”, “what”, and “how” of the subject under investigation. Descriptive research is well structured. Primary data is chosen for data analysis and there is no secondary data taken research analysis.

3.3SAMPLING TECHNIQUE:

Sampling is a technique or method of selection of samples. Convenient sampling method is used.

3.4SOURCES 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 already collected by someone else. The secondary data are collected by analyzing various materials like company profiles, magazines, journals, past records, reports and websites.

3.5 STRUCTURE OF QUESTIONNAIRE:

A questionnaire was divided into two sections. The first part was designed to know the general information about employees. The second part contains the opinion on the Employee Retention.

3.6 SAMPLE SIZE:

The sample size of the study is collected from 150 respondents.

3.7 PERIOD OF STUDY

The period of the study is JANUARY 2022 to March 2022.

3.8 LOCATION & TARGETED PEOPLE OF STUDY

This study has been covered by Sriperumbudur

Targeted People are Employees

3.9 TOOLS FOR ANALYSIS

The following are the statistical tools used in the study.

1. ANOVA
2. Chi-square
3. Correlation

CHAPTER 4

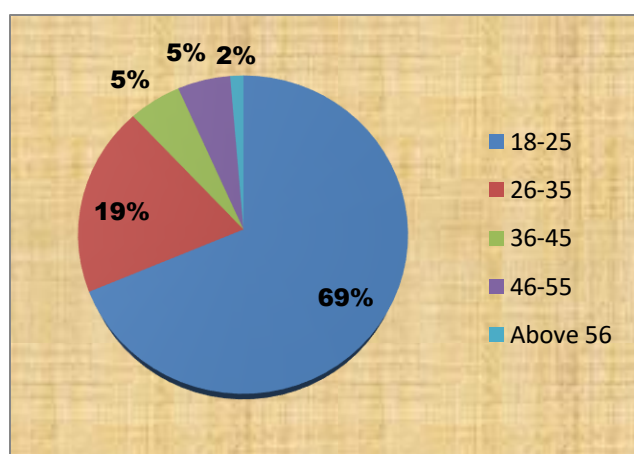
DATA ANALYSIS

TABLE NO: 4.1 .1 Age of respondents

Age	No.of. Respondents	Percentage
18-25	103	69%
26-35	29	19.3%
36-45	08	5.3%
46-55	08	5.3%
Above 56	02	1.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4. 1.1 Age of respondents



INTERPRETATION

Show the Age of the respondents. Out of 150 respondents, 69% of the respondents are in the age group of 18-25 years, 19% of the respondents are in the age group of 26-35 years, 5% of the respondents are in the age group of 36-45 and 46-55 years, 2% of the respondents are in the age group of above 56.

INFERENCE

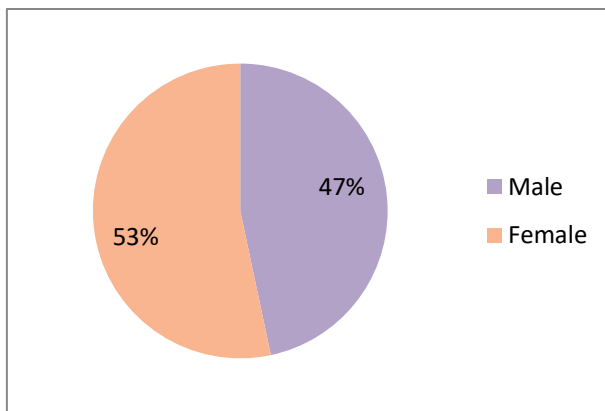
Majority of the respondents (69%) are in the age group of 18-25 years.

Table: 4.1.2 Gender of respondents

Gender	No.of Respondents	Percentage
Male	70	47%
Female	80	53%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.2 Gender of respondents



INTERPRETATION

Shows the gender of the respondents. Out of 150 respondents. 53% of the respondents are Female and 47% of the respondents are Male.

INFERENCE

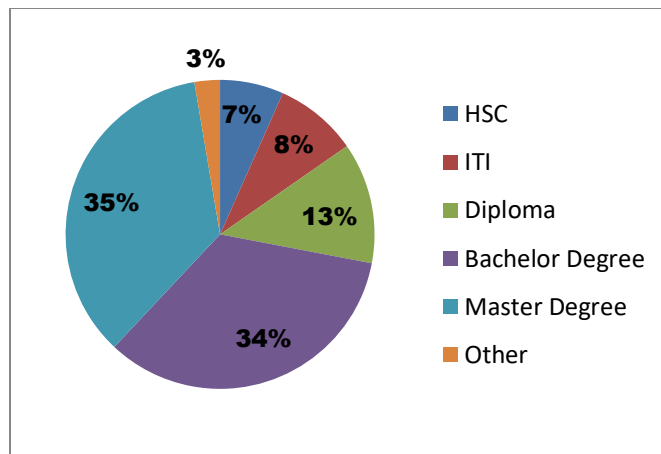
Majority of the respondents are in gender (53%) of Female.

Table: 4.1.3 Qualification of respondents

Qualification	No.of Respondents	Percentage
HSC	10	7%
ITI	13	9%
Diploma	19	13%
Bachelor Degree	51	34%
Master Degree	53	35%
Other	04	3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.3 Qualification of respondents



INTERPRETATION

Shows the qualification of the respondents. Out of 150 respondents, 35% of the respondents Master Degree, 34% of the respondents Bachelor Degree, 13% of the respondents Diploma, 8% of the respondents ITI, 7% of the respondents HSC and 3% of the respondents Other.

INFERENCE

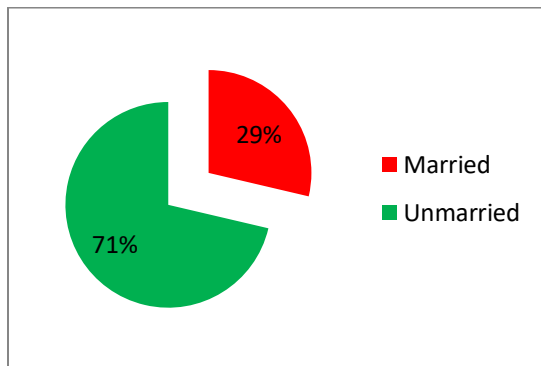
Majority of the respondents 35% Master Degree.

Table: 4.1.4 Marital Statuses

Marital Status	No.of Respondents	Percentage
Married	43	29%
Unmarried	107	71%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.4 Marital Statuses



INTERPRETATION

Shows the Marital status of respondents. Out of 150 respondents, 71%of respondents are Unmarried, 29%of respondents are married.

INFERENCE

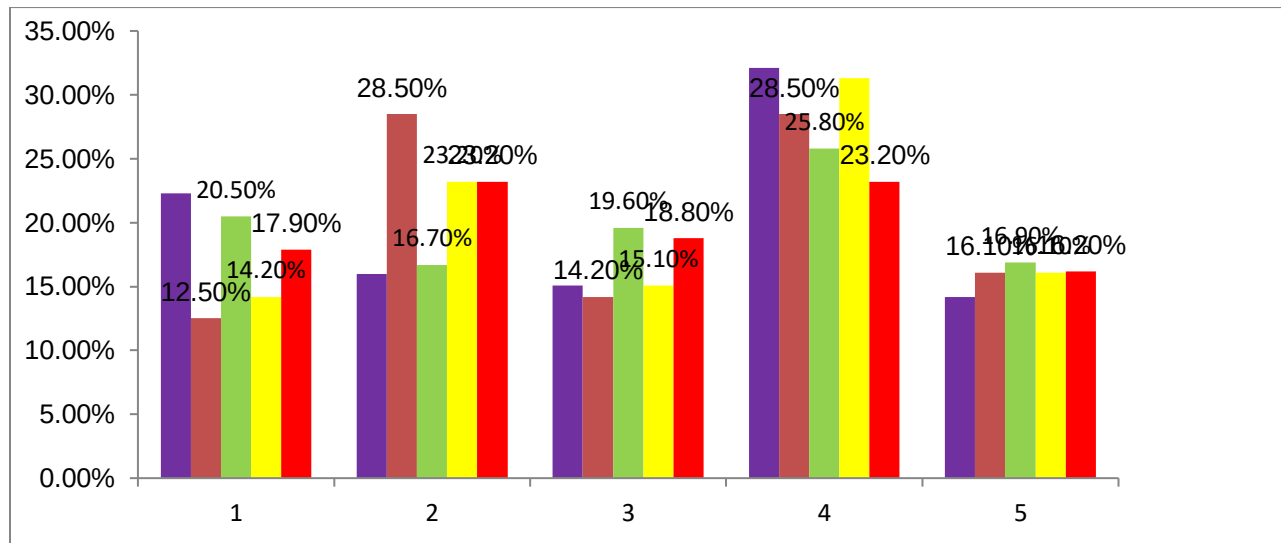
Majority of the respondents71% of Unmarried.

Table: 4.1.5 Employee Retention

Particular	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
Job Security	22.3%	16%	15.1%	32.1%	14.2%
Management support for higher education	12.5%	23.5%	14.2%	28.5%	16.1%
Help in career development	20.5%	16.7%	19.6%	25.8%	25.8%
Rewards and recognition	14.2%	23.2%	15.1%	31.3%	16.1%
Promotion opportunities	17.9%	23.1%	18.8%	23.2%	16.2%

Sources of Data: Primary Data

Chart: 4.1.5 Employee Retention



INTERPRETATION

Shows the Employee Retention of the respondents. Out of 150 respondents 31.1% respondents satisfied for the job security, 28.5% of the respondents satisfied for the Management support for the higher education, 28.5% of the respondents Highly satisfied for Help in career development, 31.3% of the respondents satisfied for Rewards and Recognition, 23.2% of the respondents satisfied for Promotion opportunities.

INFERENCE

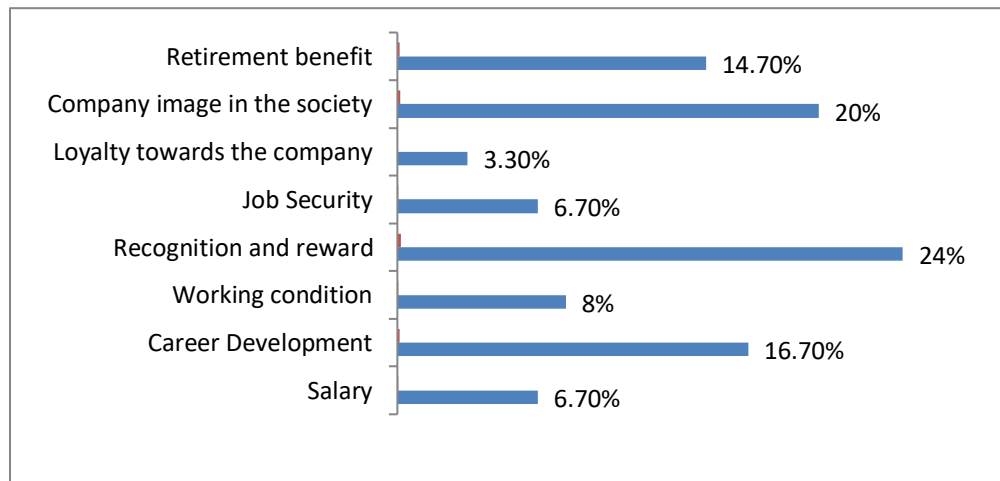
Majority of the respondents satisfied for 31.1% Job security.

Table: 4.1.6 choose the following factor which influenced you to remain the Organization

Particular	No.of Respondents	Percentage
Salary	10	6.7%
Career Development	25	16.7%
Working condition	12	8%
Working condition	36	24%
Job Security	10	6.7%
Loyalty towards the company	05	3.3%
Company image in the society	30	20%
Retirement benefit	22	14.7%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.6choose the following factor which influenced you to remain the organization



INTERPRETATION

Shows the following factor which influenced you to remain the organization of the respondents. Out of 150 respondents 14.7% of respondents retirement benefit, 20% of respondents company image in the society, 3.3% of respondents loyalty towards the company, 6.7% of respondents job security, 24% of respondents recognition and rewards, 8% of respondents working condition, 16.7% of respondents career development and 6.7% of respondents salary.

INFERENCE

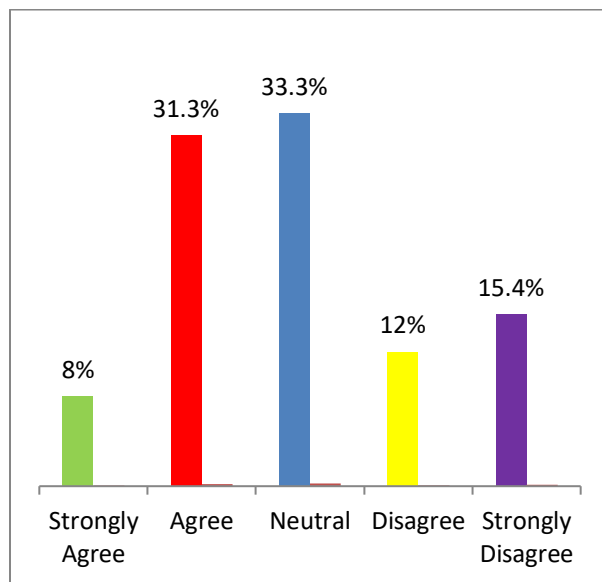
Majority of the respondents 24% are in Recognition and Rewards.

Table: 4.1.7 you agree that the supervisors periodically reinforce and support the working system?

Particular	No.of Respondents	Percentage
Strongly Agree	12	8%
Agree	47	31.3%
Neutral	50	33.3%
Disagree	18	12%
Strongly Disagree	23	15.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.7 you agree that the supervisors periodically reinforce and support the working system?



INTERPRETATION

Show the agree that the supervisors periodically reinforce and support the working system of respondents. Out of 150 respondents, 8%of respondents Strongly agree, 31.3% of respondents Agree, 33.3% of respondents Neutral, 12%of respondents Disagree and 15.4% of respondents Strongly Disagree.

INFERENCE

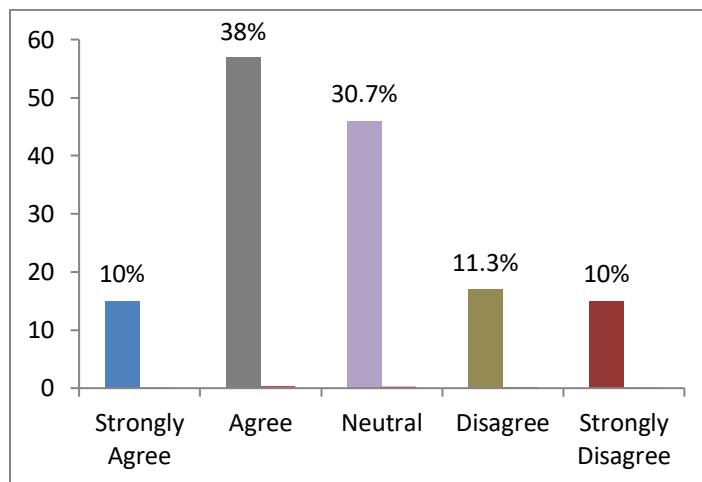
Majority of the respondents 33.3%Neutral are in supervisors periodically reinforce and support the working system.

Table: 4.1.8 Employees are allowed to take responsibility and authority?

Particular	No.of Respondents	Percentage
Strongly Agree	15	10%
Agree	57	38%
Neutral	46	30.7%
Disagree	17	11.3%
Strongly Disagree	15	10%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.8 Employees are allowed to take responsibility and authority?



INTERPRETATION

Shows the table Employees are allowed to take responsibility and authority. Out of 150 respondents. 10%of respondents strongly agree, 38% of respondents Agree, 30.7% of respondents Neutral, 11%of respondents Disagree and 10% of respondents Strongly Disagree.

INFERENCE

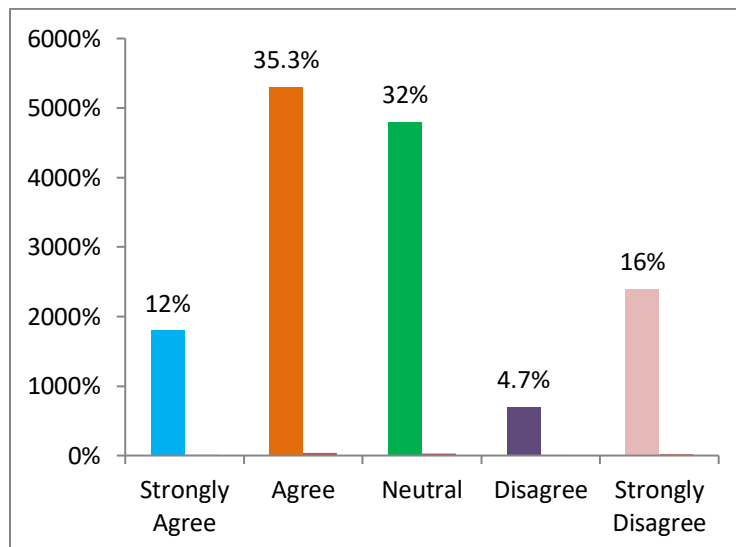
Majority of the respondents 38% Agree are in Employees are allowed to take responsibility and authority.

Table: 4.1.9 is moral in the company high

Particular	No.of Respondents	Percentage
Strongly Agree	18	12%
Agree	53	35.3%
Neutral	48	32%
Disagree	07	4.7%
Strongly Disagree	24	16%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.9 Is moral in the company high



INTERPRETATION

Shows the table is moral in the company high. Out of 150 respondents. 12%of respondents Strongly agree, 35.3% of respondents Agree, 32% of respondents Neutral, 4.7%of respondents Disagree and 16% of respondents Strongly Disagree.

INFREENCE

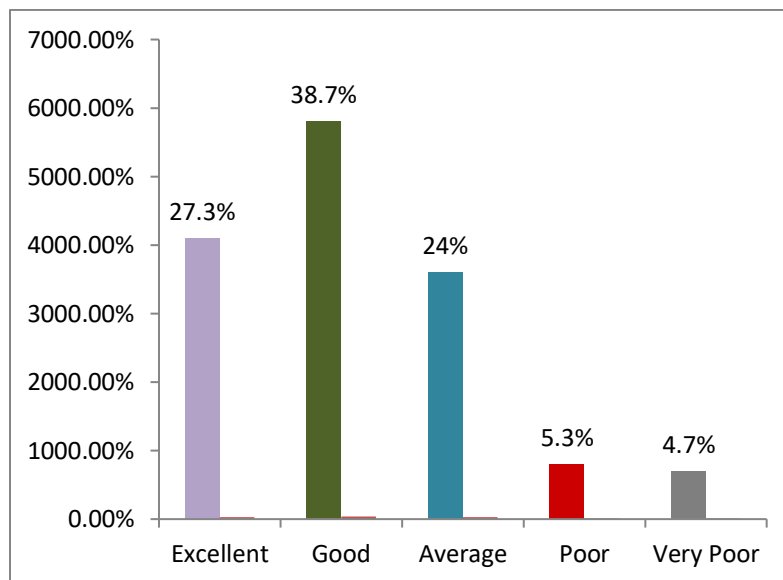
Majority of the respondents 35.3% agree are moral in the company high.

Table: 4.1.10 How do you feel working environment

Particular	No.of Respondents	Percentage
Excellent	41	27.3%
Good	58	38.7%
Average	36	24%
Poor	08	5.3%
Very Poor	07	4.7%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.10 How do you feel working environment



INTERPRETATION

Shows the table is how do you feel working environment. Out of 150 respondents. 27.3%of respondents Excellent, 38.7% of respondents Good, 24% of respondents Average, 5.3%of respondents Poor and 4.7% of respondents Very Poor.

INFERENCE

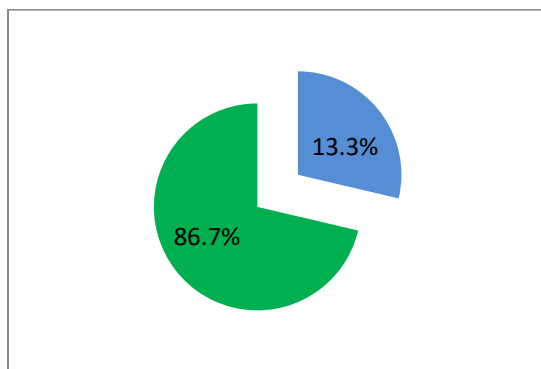
Majority of the respondents 38.7% Feel good in Working Environment.

Table: 4.1.11 you deserve for your performance

Particular	No.of Respondents	Percentage
Yes	130	86.7%
No	20	13.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.11



INTERPRETATION

Show the table in you deserve for your performance .Out of 150 respondents. 86.7% of respondents Yes and 13.3% of respondents No.

INFERENCE

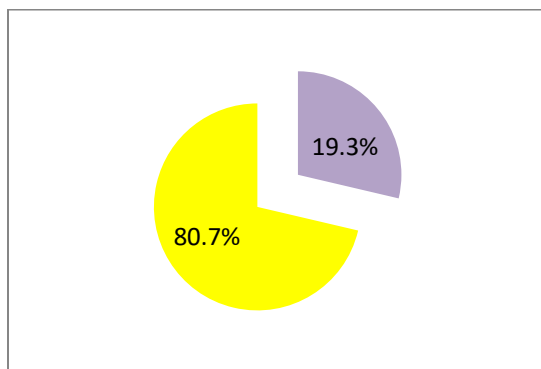
Majority of the respondents 86.7% Yes are in deserve for performance.

Table:4.1.12 would you like to plan your career in this organization

Particular	No.of Respondents	Percentage
Yes	121	80.7%
No	29	19.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 12 would you like to plan your career in this organization



INTERPRETATION

Show the table would you like to plan your career in this organization. Out of 150 respondents. 80.7% of respondents Yes and 19.3% of respondents No.

INFERENCE

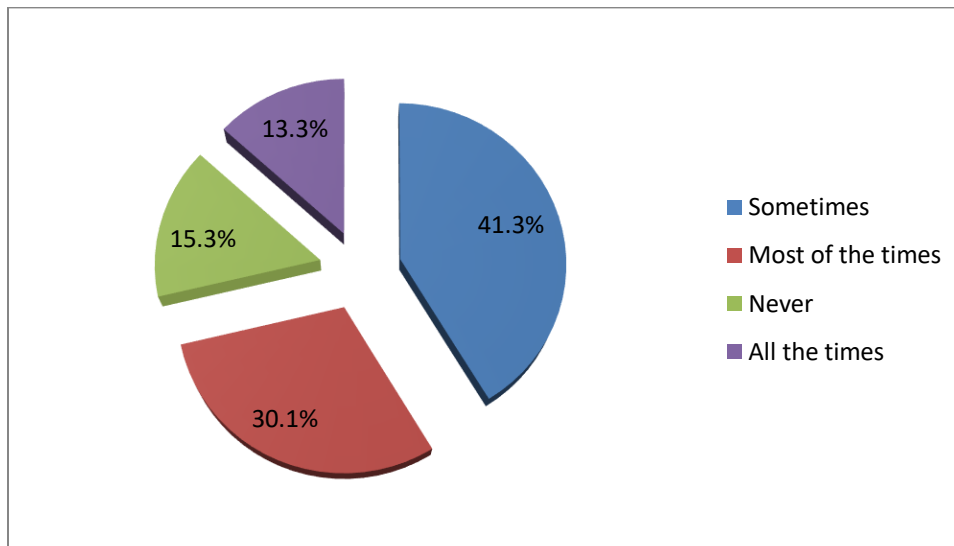
Majority of the respondents 80.7% yes are like to plan your career in this organization.

Table: 4.1.13 Do you think that the implementation of three r's (recognition, reward, respect) will increase employee retention

Particular	No.of Respondents	Percentage
Sometimes	62	41.3%
Most of the times	45	30.1%
Never	23	15.3%
All the times	20	13.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.13 Do you think that the implementation of three r's (recognition, reward, respect) will increase employee retention



INTERPRETATION

Shows the table is the implementation of three r's (recognition, reward, respect) will increase employee retention. Out of 150 respondents, 30.1% of respondents most of the times, 41.3% of respondents sometimes, 15.3% of respondents never, 13.3% of respondents all the times.

INFERENCE

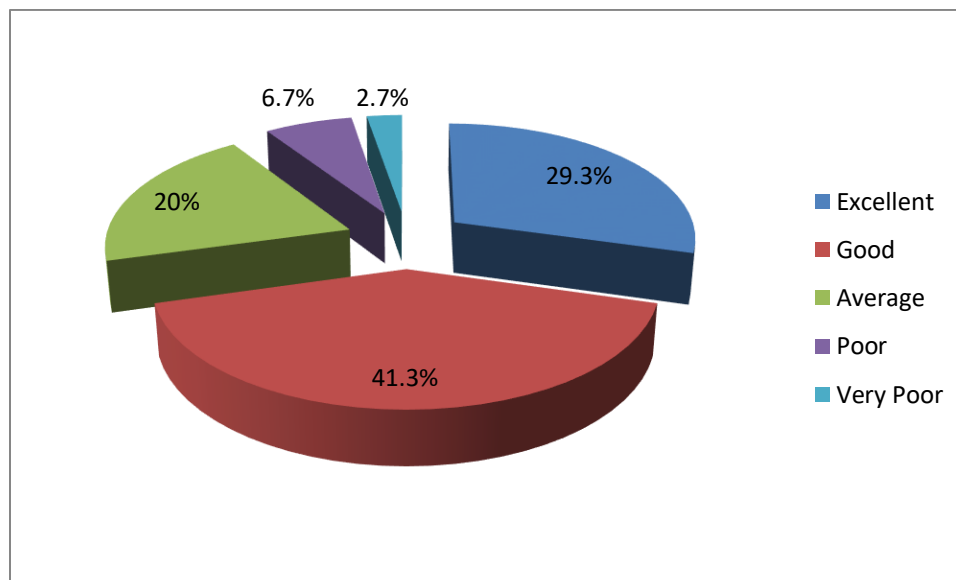
Majority of the respondents (41.3%) sometimes. Are in the implementation of three r's (recognition, reward, respect) will increase employee retention.

Table: 4.1.14the infrastructure and equipment provided in the organization is

Particular	No.of Respondents	Percentage
Excellent	44	29.3%
Good	62	41.3%
Average	30	20%
Poor	10	6.7%
Very Poor	04	2.7%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.14 the infrastructure and equipment provided in the organization is



INTERPRETATION

Shows the table is the infrastructure and equipment provided in the organization. Out of 150 respondents. 29.3%of respondents Excellent, 41.3% of respondents Good, 20% of respondents Average, 6.7%of respondents Poor and 2.7% of respondents Very Poor.

INTERENCE

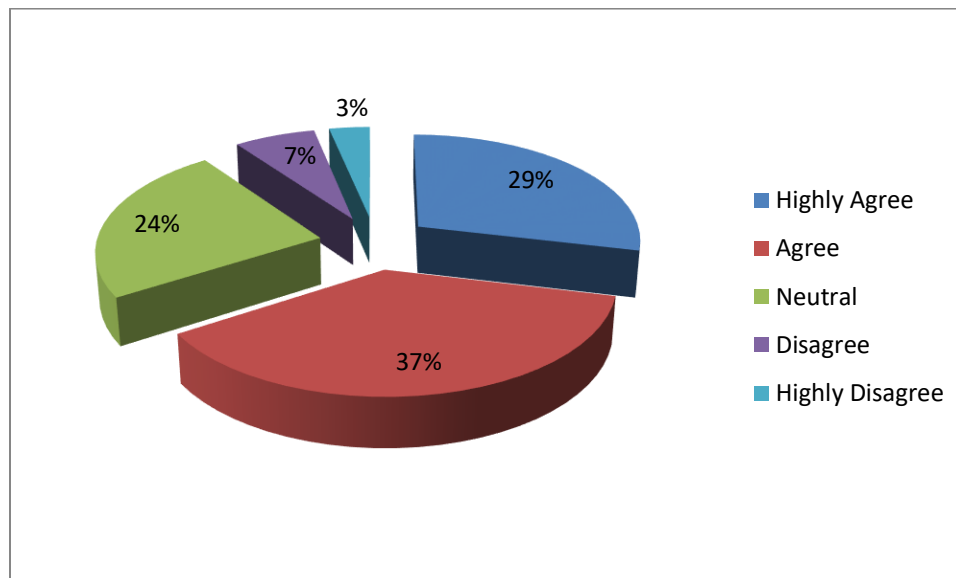
Majority of the respondents (41.3%) good are in the infrastructure and equipment provided in the organization.

Table: 4.1.15 Bonus has an impact on the motivation levels and performance of an employee

Particular	No.of Respondents	Percentage
Highly Agree	43	28.7%
Agree	56	37.3%
Neutral	36	24%
Disagree	10	6.7%
Highly Disagree	05	3.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.15 Bonus has an impact on the motivation levels and performance of an employee



INTERPRETATION

Shows the table is Bonus has an impact on the motivation levels and performance of an employee. Out of 150 respondents. 29%of respondents highly agree, 37% of respondents Agree, 24% of respondents Neutral, 7%of respondents Disagree and 3% of respondents Highly Disagree.

INFERENCE

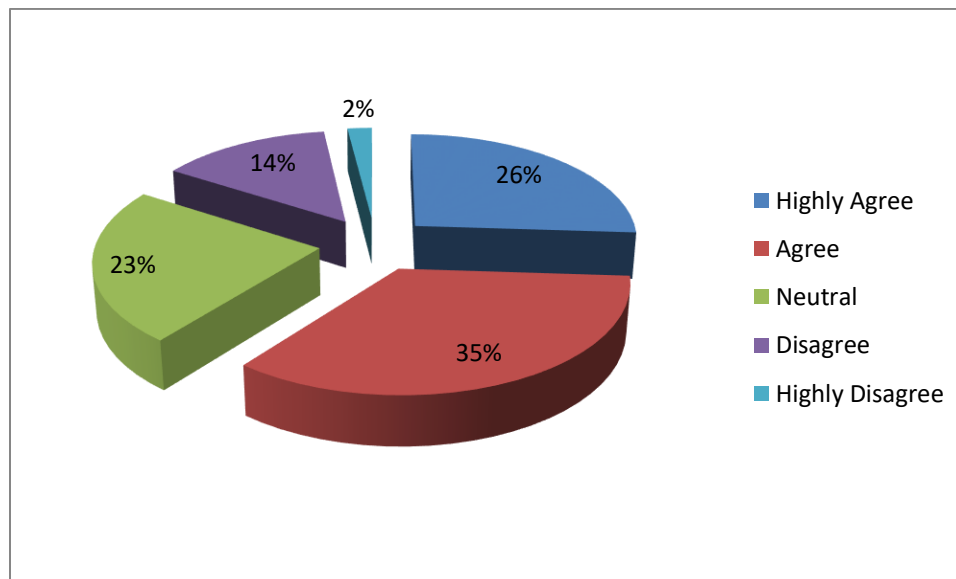
Majority of the respondent (37%) agree are in Bonus has an impact on the motivation levels and performance of an employee.

Table: 4.1.16 There is no barriers of communicating with your superior

Particular	No.of Respondents	Percentage
Highly Agree	39	26%
Agree	52	34.7%
Neutral	35	23.3%
Disagree	21	14%
Highly Disagree	03	2%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.16 There is no barriers of communicating with your superior



INTERPRETATION

Shows the table is there are no barriers of communicating with your superior. Out of 150 respondents. 26% of respondents Highly agree, 35% of respondents Agree, 23% of respondents Neutral, 14% of respondents Disagree and 2% of respondents Highly Disagree.

INFERENCE

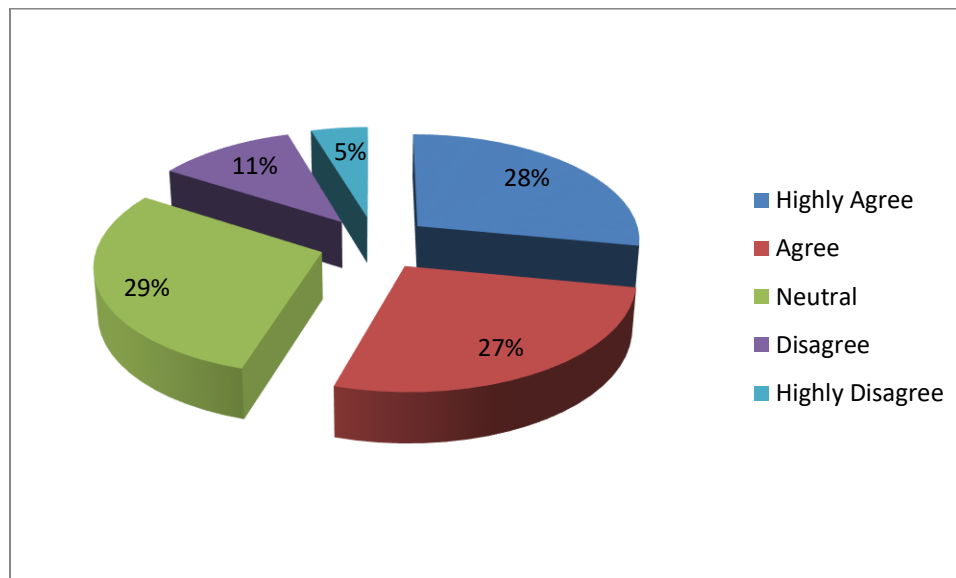
Majority of the respondents (35%) agree in the no barriers of communicating with your superior.

Table: 4.1.17 Do you agree that employee retention plays a vital role in the result of productivity?

Particular	No.of Respondents	Percentage
Highly Agree	42	28%
Agree	40	26.7%
Neutral	44	29.3%
Disagree	17	11.3%
Highly Disagree	07	4.7%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.17 Do you agree that employee retention plays a vital role in the result of productivity?



INTERPRETATION

Shows the table is agree that employee retention plays a vital role in the result of productivity. Out of 150 respondents. 28% of respondents highly agree, 27% of respondents Agree, 29% of respondents Neutral, 11% of respondents Disagree and 5% of respondents Highly Disagree.

INFERENCE

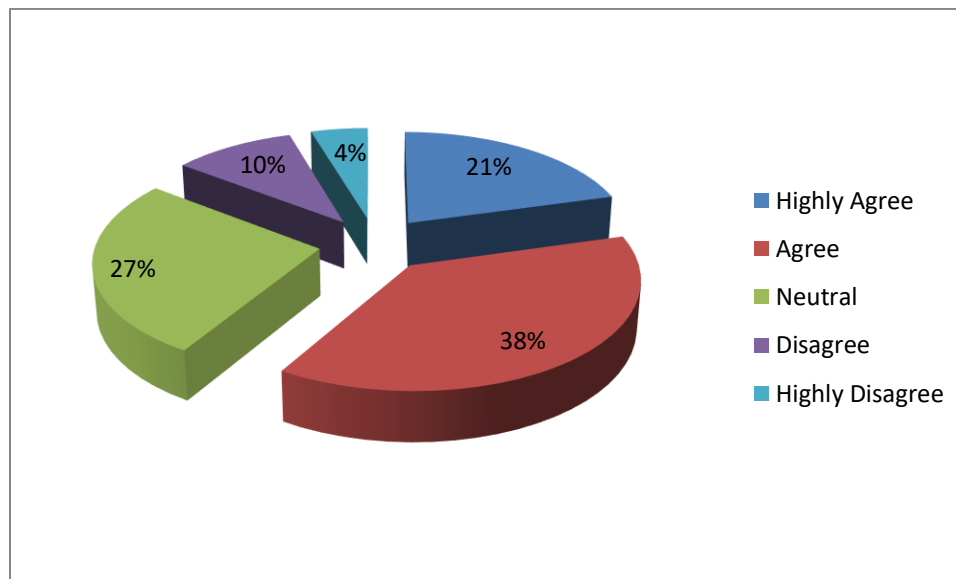
Majority of the respondents (29%) neutral in agree that employee retention plays a vital role in the result of productivity.

Table: 4.1.18 Work- life balances is supported by the organization

Particular	No.of Respondents	Percentage
Highly Agree	31	20.7%
Agree	57	38%
Neutral	40	26.7%
Disagree	15	10%
Highly Disagree	07	4.7%
Total	150	100.0

Sources of Data: Primary Data

Chart: 18 Work- life balances is supported by the organization



INTERPRETATION

Shows the table is Work- life balance is supported by the organization. Out of 150 respondents. 21%of respondents highly agree, 38% of respondents Agree, 27% of respondents Neutral, 10%of respondents Disagree and 4% of respondents Highly Disagree.

INFERENCE

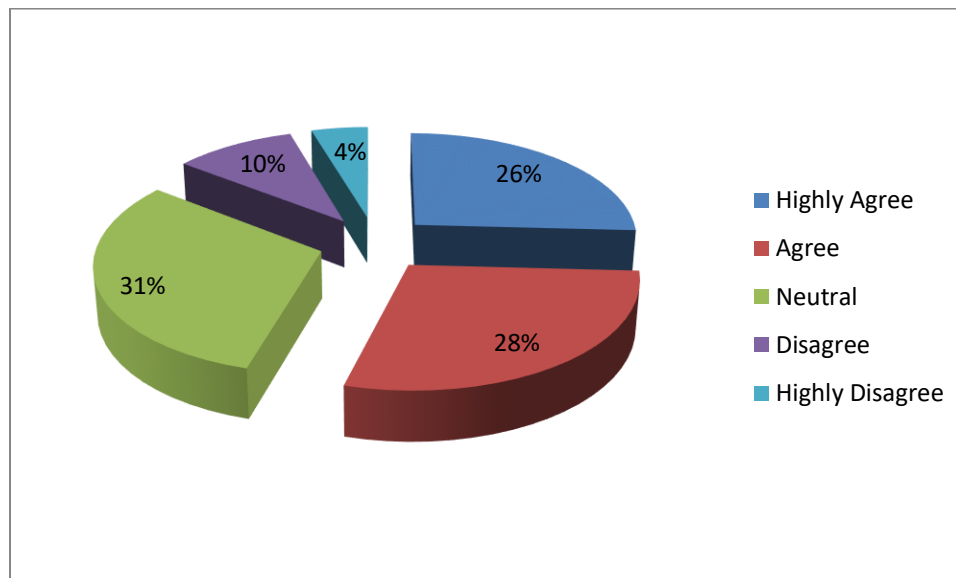
Majority of the respondents (38%) agree in work-life balance is supported by the organization.

Table: 4.1.19 Does your management come forward to support when you are facing with critical situation

Particular	No.of Respondents	Percentage
Highly Agree	39	26%
Agree	43	28.7%
Neutral	47	31.3%
Disagree	15	10%
Highly Disagree	06	4%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.19 Does your management come forward to support when you are facing with critical situation



INTERPRETATION

Shows the table Does your management come forward to support when you are facing with critical situation. Out of 150 respondents. 26%of respondents Highly agree, 28% of respondents Agree, 31% of respondents Neutral, 10%of respondents Disagree and 5% of respondents Highly Disagree.

INFERENCE

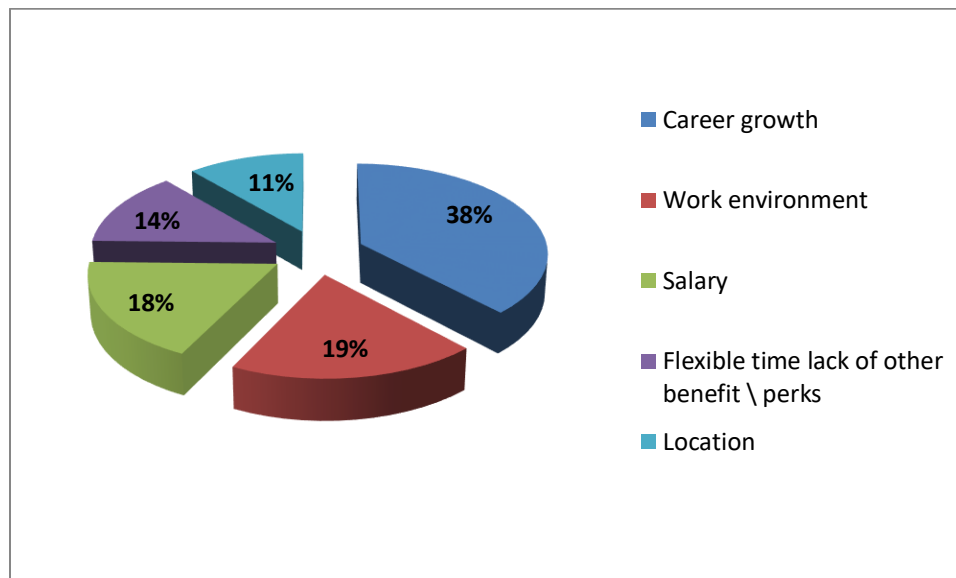
Majority of the respondents (31%) neutral are management comes forward to support when you are facing with critical situation.

Table: 4.1.20The preference of employees to move for a new job (new company)

Particular	No.of Respondents	Percentage
Career growth	57	38%
Work environment	29	19.3%
Salary	27	18%
Flexible time lack of other benefit \ perks	20	13.3%
Location	17	11.3%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.20The preference of employees to move for a new job (new company)



INTERPRETATION

Shows the table is the preference of employees to move for a new job (new company). Out of 150 respondents. 38%of respondents Career growth, 19% of respondents Working environment, 18% of respondents salary, 14%of respondents Flexible time lack of other benefit \ perks and 11% of respondents Location.

INFERENCE

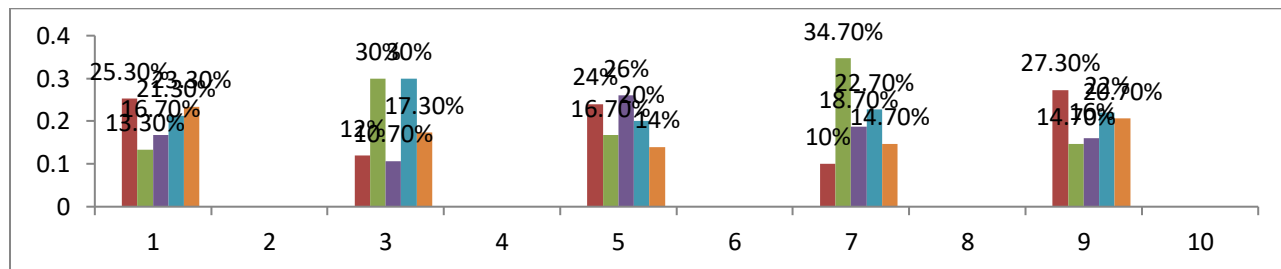
Majority of the respondents (38%) Career growth is the preference of employees to move for a new job (new company).

Table: 4.1.21 working Environment

Particular	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
Employee treated with due respect	5.3%	13.3%	16.7%	21.3%	25.3%
Good work done is appreciated	12%	30%	10.7%	30%	17.3%
Employees suggestions and grievances are considered	24%	16.7%	26%	20%	14%
Controlled emission of fumes and dust	10%	22.7%	18.7%	34.7%	14.7%
Ventilation facilities are maintained well	20.3%	14.7%	16%	22%	27.7%

Sources of Data: Primary Data

Chart: 4.1.21 Working Environments



INTERPRATION

Shows the Working Environment of the respondents. Out of 150 respondents 25.3% respondents Highly satisfied for the Employee treated with due respect, 30% of the respondents satisfied for the Good work done is appreciated, 26% of the respondents neutral for Employees suggestions and grievances are considered, 34.7% of the respondents Dissatisfied for Controlled emission of fumes and dust and 22% of the respondents satisfied for Ventilation facilities are maintained well.

INFERENCE

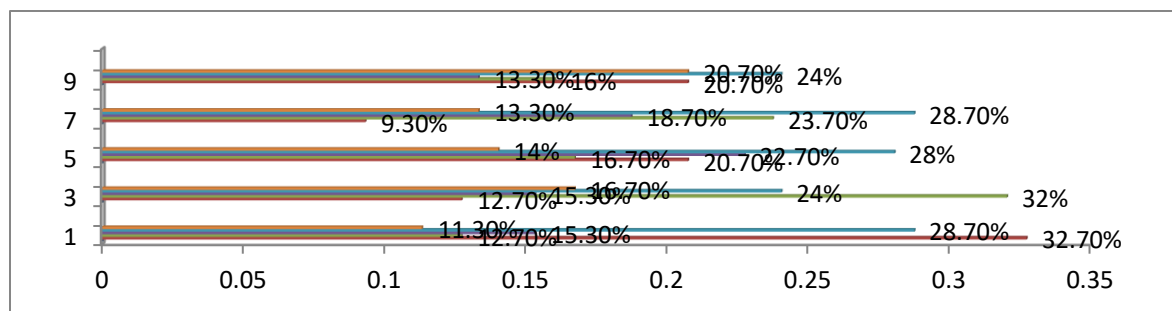
Majority of the respondents (34.7%) neutral for Employees suggestions and grievances are considered

Table: 4.1.22 Rewards and Recognition

Particular	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly Satisfied
Performance based incentive	32.7%	12.7%	15.3%	28.7%	11.3%
Compensation in case of accidents at work place	12.7%	32%	15.3%	24%	16.7%
Overtime salary	20.7%	16.7%	22.7%	28%	14%
Salary structure	9.3%	23.7%	18.7%	28.7%	13.3%
Yearly bonus scheme	20.7%	16%	13.3%	24%	20.7%

Sources of Data: Primary Data

Chart: 4.1.22 Rewards and Recognition



INTERPRATATION

Shows the Working Environment of the respondents. Out of 150 respondents 32.7% respondents Highly Dissatisfied for the Performance based incentive, 32% of the respondents Dissatisfied for the Compensation in case of accidents at work place, 28% of the respondents satisfied for Employees Overtime salary, 28.7% of the respondents satisfied for Salary structure and 24% of the respondents satisfied for Yearly bonus scheme.

INFERENCE

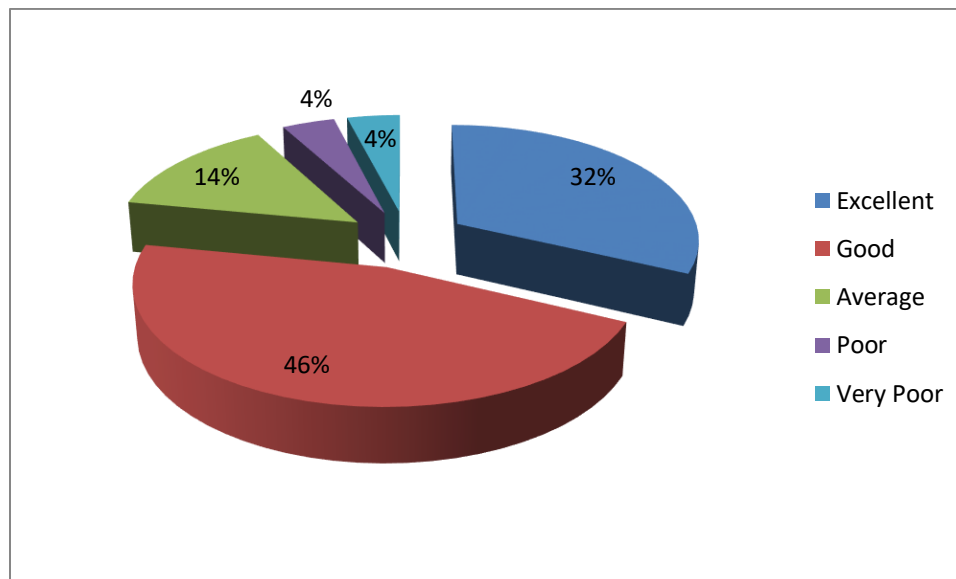
Majority of the respondents (32.7%) Highly Dissatisfied for Performance based incentive.

Table: 4.1.23Did you know about your job?

Particular	No.of Respondents	Percentage
Excellent	48	32%
Good	69	45.7%
Average	21	13.9%
Poor	6	4%
Very Poor	6	4%
Total	150	100.0

Sources of Data: Primary Data

Chart: 4.1.23Did you know about your job?



INTERPRATATION

Shows the table is Did you know about your job .Out of 150 respondents. 46%of respondents Good, 32% of respondents Excellent, 14% of respondents Average, 4%of respondents Poor and 4% of respondents Very Poor.

INFERENCE

Majority of the respondents (46%) good for know about the Job.

4.2.1 Chi square

Hypothesis:

1. **Null hypothesis (H0):** There is no significant association between ages of the respondents with would you like to plan your career in this organization.
2. **Alternative hypothesis (H1):** There is significant association between ages of the respondents with would you like to plan your career in this organization.

Age	Would you like to plan your career in this organization?
-----	--

Crosstabs

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Age * Would_you_liketoplan_yourcareer_inthisorganisation_	160	98.8%	2	1.2%	162	100.0%

Age * Would_you_liketoplan_yourcareer_inthisorganisation_ Crosstabulation				
Count				
		Would_you_liketoplan_yourcareer_inthisorganisation_		Total
		Yes	No	
Age	18 – 25	70	9	79
	26 -35	37	1	38
	36 – 45	16	3	19
	46 – 55	13	2	15
	Above 55	7	2	9
Total		143	17	160

Chi-Square Tests			
	Value	Df	Asymptotic Significance (2- sided)
Pearson Chi-Square	4.530 ^a	4	.339
Likelihood Ratio	5.182	4	.269
Linear-by-Linear Association	.817	1	.366
N of Valid Cases	160		
a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .96.			

INFERENCE

Since p value (0.366) is greater than 0.05 .We accept the and reject the Chi-square Test the cases with valid data in the specified range(s) for all variables in the each table. Hence there is no significant different between age of the respondents with would you like to plan your career in this organization.

4.2.2 ANOVA

Hypothesis:

1. Null Hypothesis H0: There is no significant association between genders of the respondents with Employee does know about their job

2. Alternative Hypothesis H1: There is significant association between genders of the respondents with Employee does know about their job.

Gender	Employee does know about their job?
--------	-------------------------------------

Oneway

ANOVA					
Gender					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.536	4	.384	1.590	.180
Within Groups	37.920	157	.242		
Total	39.457	161			

Post Hoc Tests

Multiple Comparisons						
Dependent Variable: Gender						
Tukey HSD						
(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
Employee_d oes_know_ about_theirj ob_	Employee_does _know_about_t heirjob_				Lower Bound	Upper Bound
Excellent	Good	.042	.093	.991	-.22	.30
	Average	-.051	.140	.996	-.44	.34
	Poor	.615	.258	.125	-.10	1.33
	Very Poor	.015	.233	1.000	-.63	.66
Good	Excellent	-.042	.093	.991	-.30	.22
	Average	-.094	.126	.946	-.44	.25
	Poor	.573	.251	.155	-.12	1.27

	Very Poor	-.027	.225	1.000	-.65	.60
Average	Excellent	.051	.140	.996	-.34	.44
	Good	.094	.126	.946	-.25	.44
	Poor	.667	.272	.107	-.08	1.42
	Very Poor	.067	.248	.999	-.62	.75
Poor	Excellent	-.615	.258	.125	-1.33	.10
	Good	-.573	.251	.155	-1.27	.12
	Average	-.667	.272	.107	-1.42	.08
	Very Poor	-.600	.330	.366	-1.51	.31
Very Poor	Excellent	-.015	.233	1.000	-.66	.63
	Good	.027	.225	1.000	-.60	.65
	Average	-.067	.248	.999	-.75	.62
	Poor	.600	.330	.366	-.31	1.51

Homogeneous Subsets

Gender			
Tukey HSD ^{a,b}			
Employee_does_know_about_theirjob_	N	Subset for alpha = 0.05	
		1	2
Poor	4	1.00	
Good	96	1.57	1.57
Very Poor	5	1.60	1.60
Excellent	39	1.62	1.62
Average	18		1.67
Sig.		.060	.994
Means for groups in homogeneous subsets are displayed.			
a. Uses Harmonic Mean Sample Size = 9.232.			
b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.			

INFERENCE

Since p value (0.994) is greater than 0.05 .We accept the ANOVA and reject the alternative mean sample the harmonic mean of the group sizes is used size. Hence there is no significant different between genders of the respondents with Employee does know about their job.

4.2.3 Correlation

Hypothesis:

1. Null Hypothesis H0: There is no significant association between Marital Status of the respondents with Bonus has an impact on the motivation levels and performance of an employee.

2. Alternative Hypothesis H1: There is significant association between Marital Status of the respondents with Bonus has an impact on the motivation levels and performance of an employee.

Marital Status	Bonus has an impact on the motivation levels and performance of an employee
----------------	---

Correlations

Correlations			
		Marital Status_	motivationlevels_and_performance_ofemployee_
Marital Status_	Pearson Correlation	1	184*
	Sig. (2-tailed)		.019
	N	162	162
motivationlevels_and_performance_ofemployee_	Pearson Correlation	184*	1
	Sig. (2-tailed)	.019	
	N	162	162
*. Correlation is significant at the 0.05 level (2-tailed).			

INFERENCE

Since p value (0.019) is greater than 0.05 .We accept the correlation and reject the alternative mean sample the harmonic mean of the group sizes is used size. Hence there is no significant different between Marital Status of the respondents with Motivation levels and performance of employee.

CHAPTER 5

SUMMARY OF FINDINGS, SUGGESTIONS & CONCLUSION

5.1 FINDINGS

- From the study, it is observed Majority of the respondents (69%) are in the age group of 18-25 years.
- Majority of the respondents (53%) are in the gender of Female.
- Majority of the respondents (35%) are in the qualification of Master Degree.
- Majority of the respondents (71%) are in the marital status of Unmarried.
- Majority of the respondents (31.1%) feel satisfied in the job security.
- Majority of the respondents (24%) improve the Recognition and Rewards.
- Majority of the respondents (33.3%) Neutral are in supervisors periodically reinforced and support the working system.
- Majority of the respondents (38%) Agree are in employees are allowed to take responsibility and authority.
- Majority of the respondents (35.3%) Agree are moral in the company high.
- Majority of the respondents (38.7%) Feel Good are working environment.
- Majority of the respondents (86.7%) Yes are in deserved for performance.
- Majority of the respondents (80.7%) Yes are like to plan your career in this organization.
- Majority of the respondents (41.3%) sometimes are in the implementation of three r's(recognition, reward, respect) will increase employee retention.
- Majority of the respondents (41.3%) Good are in the infrastructure and equipment provided in the organization.
- Majority of the respondents (37%) Agree are in bonus has on impact on the motivation levels and performance of an employee.
- Majority of the respondents (35%) Agree in the no barriers of communicating with your superior.
- Majority of the respondents (29%) Neutral in agree that employee retention plays a vital role in the result of productivity.
- Majority of the respondents (38%) Agree in work-life balance is supported by the organization.
- Majority of the respondents (31%) Neutral are in management come forward to support when you are facing with critical situation.
- Majority of the respondents (38%) Career Growth is the preference of employees to move for a new job (company).

- Majority of the respondents (34.7%) Neutral for employee's suggestions and grievances are considered.
- Majority of the respondents (32.7%) Highly Dissatisfied for performance based incentive.
- Majority of the respondents (46%) Good for know about the job.

5.2 SUGGESTIONS

- 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.
- The management has to discuss career anchor to the employees in the organization. From this, the management can retain the employees and develop the future plan of the company.

5.3 LIMITATION OF STUDY

- The study was carried out only certain number of employees.
- The employees were not ready to answer for few questions.
- At times certain employees were not accurate in their responses.

5.4 CONCLUSIONS

“A study on Employee Retention in Salcomp Manufacturing India Limited”, Chennai from the duration of two months and by analyzing the result, the conclusion arrived is that the majority of the respondents have satisfied with health and safety measures. The study shows that Salcomp Manufacturing should plan and implement new retention policies for improving the future growth of the organization. The study has indicated that most of the employee felt that their pay packages were low and they suggested improving work environment.

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ANNEXURE-1

QUESTIONNAIRE

1. Name _____

2. Gender Male Female

3. Age 18-25 26-35 36-45 46-55 above 55

4. Education level Hsc ITI diploma Bachelor Master Others

5. Marital status married unmarried

6. (Employee retention strategies)

Strategies	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
Job security					
Management support for higher education					
Help in career development					
Rewards and recognition					
Promotion opportunities					

7. (Working environment)

Provision	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
Employee treated with due respect					
Good work done is appreciated					
Employee's suggestions and grievances are considered					
Controlled emission of fumes and dust					
Ventilation facilities are maintained well					

8. (Rewards and Recognition)

Provision	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied
Performance based incentive					
Compensation in case of accidents at work place					
Over time salary					
Salary structure					
Yearly bonus scheme					

9. Please choose the following factor that influenced you to remain the organization

Salary	
Retirement benefit	
Career development	
Working condition	
Supervision / management	
Fringe benefit	
Recognition and reward	
Job security	
Loyalty towards the company	
Company image in the society	

10. Employee does know about their job?

Excellent

Good

Average

Poor

Very poor

11. Do you agree that the supervisors periodically reinforce and support the working system?

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

12. Employees are allowed to take responsibility and authority?

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

13. Is morale in the company high

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

14. What do you feel working environment

Strongly disagree

Disagree

Neutral

Agree

Strongly agree

15. You deserve for your performance

yes

no

16. Would you like to plan your career in this organization ?

Yes

No

17. Do you think that the implementation of three r' s (recognition, reward, respect) will increase employee retention?

Never

Sometimes

Most of the times

All the times

18. The infrastructure and equipment provided in the organization is

Excellent

Very good

Good

Poor

Very Poor

19. Bonus has an impact on the motivation levels and performance of an employee

Highly agree

Agree

Neutral

Disagree

Highly disagree

20. There are no barriers of communication while you are communicating with your superior

Highly agree

Agree

Neutral

Disagree

Highly disagree

21. Do you agree that employee retention is plays a vital role in the result of productivity?

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

22. work-life balance is supported by the organization

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

23. Does your management come forward to support when you are facing with critical situation

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

24. The preference of employees to move for a new job (new company)

Career growth

Flexible time

Work environment

Salary

25. Company should include or improve to retain its employees for a long period of time,
Give your suggestions
