

A STUDY OF RELATING MASLOW'S HIERARCHY NEEDS THEORY WITH EMPLOYEE RETENTION TOWARDS LEATHER INDUSTRY WITH SPECIAL REFERENCE TO KH EXPORTS INDIA PRIVATE LIMITED, CHENNAI

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

by

GRACY.S

Register No.40410212



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**

APRIL 2022



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited "A" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

SCHOOL OF MANAGEMENT STUDIES

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **GRACY.S 40410212** who carried out the project entitled "**A Study of Relating Maslow's Hierarchy Needs Theory with Employee Retention towards Leather Industry with Special Reference to KH Exports India Private Limited, Chennai**" under my supervision from January 2022 to March 2022.

Dr.M.LAVANYA.,MBA..M.Com.,M.Phil.,Ph.D.,
Internal Guide

External Guide

Dr. BHUVANESWARI .G
Dean – School of Management Studies

Submitted for Viva voce Examination held on_____

Internal Examiner

External Examiner

DECLARATION

I **GRACY.S (40410212)** hereby declare that the Project Report entitled “**A Study of Relating Maslow’s Hierarchy Needs Theory with Employee Retention towards leather industry with Special Reference to KH Exports India Private Limited, Chennai**” done by me under the guidance of **Dr.M.LAVANYA., M.B.A., M.Com., M.Phil., Ph.D.**, is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE : 23.04.2022

PLACE : CHENNAI



GRACY.S

ACKNOWLEDGEMENT

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

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

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr.M.LAVANYA.M.B.A.,M.Com.,M.Phil.,Ph.D.**, for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

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



GRACY.S



KH EXPORTS INDIA PRIVATE LIMITED

KH Group, 15/2, College Road, Nungambakkam, Chennai – 600 006, India

Tel : 91 – 44 -4220 6800 (10 lines) Fax : 91 – 44 – 4027 6953 E-Mail : khgroups@khindia.com

CIN : U19129TN1985PTC011821

Mr. M. Abdul Wahab.MBA.,M.Com.,
Managing Director

Date : 29.01.2022

To

The Dean,
SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY,
Jeppiaar Nagar, Rajiv Gandhi Salai,
Chennai – 600 119.

Respected Sir/mam,

Sub : Permission letter for Project work to Ms.S.Gracy – Reg

Ref : Your letter dated 28.01.2022

With reference to the subject, We wish to inform you that on consideration of your request, We confirm **Ms.S.GRACY.B.Com** D/o.Rev.N.Stephen pursuing **Master in Business Administration** degree – **II YEAR (Regd.No.40410212)** at Sathyabama Institute of Science and Technology, Chennai – 600119 to be undergoing her project work in our organization for the period of 30 days between **30.01.2022 to 01.03.2022**. We offer permission to collect data from our employees and interviewing with them.

During the project, the student should abide by all the rules and regulations of our company.

Thanking you,

For KH Exports India Private Limited,

Mr.R.Abdul Wahab – Head HR

Authorized Signatory





KH EXPORTS INDIA PRIVATE LIMITED

CIN : U19129TN1985PTC011821

KH Group, 15/2, College Road, Nungambakkam, Chennai – 600 006, India

Tel : 91 – 44 – 4220 6800 (10 lines) Fax : 91 – 44 – 4027 6953 E-Mail : khgroups@khindia.com

Mr. M. Abdul Wahab.MBA.,M.Com.,
Managing Director

Date : 03.03.2022

TO WHOMSOEVER IT MAY CONCERN



This is to certify that **Ms.S.GRACY.B.Com** D/o.Rev.N.Stephen pursuing **Master in Business Administration** degree – **II YEAR (Regd.No.40410212)** at Sathyabama Institute of Science and Technology, Chennai – 600119 has successfully completed the project work entitled “**A STUDY OF RELATING MASLOW’S HIERARCHY OF NEEDS WITH EMPLOYEE RETENTION TOWARDS KH EXPORTS INDIA PRIVATE LIMITED IN CHENNAI**” for the period of 30 days between **30.01.2022 to 01.03.2022**.

During the tenure with us, the student’s conduct and behavior was observed to be good. She was hard working, responsible and inquisitive. We wish her the successful career ahead.

Thanking you,

For KH Exports India Private Limited,

Mr.R.Abdul Wahab – Head HR
Authorized Signatory



ABSTRACT

This practical experience improves the professional capabilities of any individual seeking bright carrier. This research project prepared for “**SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY**”. Furthermore, this project report in broad-spectrum contains Five chapters in which this study was aimed in **RELATING MASLOW’S HIERARCHY NEEDS THEORY TOWARDS EMPLOYEE RETENTION WITH SPECIAL REFERENCE TO KH EXPORTS INDIA PRIVATE LIMITED, CHENNAI**. This study highlights the five needs of hierarchy theory such as Physiological Needs, Security Needs, Loving Needs, Esteem Needs, Self Actualization Needs and Employee Retention Strategies. The main purpose of the study to analyze the challenges and satisfaction level of Employees in retaining in the organization. To find the solutions and necessary needs for the Employee Retention. The study deployed quantitative method of research with questionnaire from the targeted people i.e., Employees of KH Exports India Private Limited with a sample of 350 respondents. The study found that the the top reasons given by employees leaving their jobs include 22% lack of career development, 12% lack of support with work life balance, 11% because of their managers behavior, 9% unsatisfactory compensation and benefits, 9% poor well being. Finally the study recommends for the Employees and the company with various strategies relating to Maslow’s needs to make basic needs fair, make the job and environment safe and secure, maintain friendly relationships, develop the esteem needs and help in career growth in order to realize self actualization needs of employees. Leather Company is needed to take an urgent stimulus to support the employees in satisfying their needs and to implement various strategies and policies for retaining them for a longer time. The study concluded with good measures to be taken such as to provide mentoring and career development programmer to the management staffs, to reward the employees in terms of bonus, incentives according to their performance, to provide proper job rotation to motivate the employees, to 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.

Keywords: Employee Retention, Leather, Maslow, Hierarchy, Physiological, Social, Loving, Esteem, Self Actualization, Strategies, Challenges, Needs.

TABLE OF CONTENTS

CHAPTER NO.	TITLE	PAGE NO.
	ABSTRACT	(i)
	LIST OF TABLES	(iii)
	LIST OF CHARTS	(viii)
	LIST OF FIGURES	(xi)
	LIST OF ABBREVIATIONS	(xvii)
	LIST OF SUBHEADINGS	(xviii)
1	INTRODUCTION	1 - 177
	1.1 .Introduction	1
	1.2 .Industry Profile	19
	1.3 .Company Profile	35
	1.4 Product Profile	108
	1.5 .Statement of the problem	159
	1.6 .Objectives of the Study	162
	1.7 .Need for the study	162
	1.8 .Scope & Significance of the study	163
	1.9 .Variables of the study	163
	1.10 .Organization of Chapters	176
2	REVIEW OF LITERATURE	178 – 189
	2.1 Review of Literature	178
3	RESEARCH METHODOLOGY	190 – 206
	3.1 .Methodology	191
	3.2 .Research Design	192
	3.3 .Sources of Data	193
	3.4 . Questionnaire Development	193
	3.5 . Sample Size	197
	3.6 .Period of Study	198
	3.7 . Profile area of the Study	198
	3.8 . Hypothesis	198
	3.9 . Tools for Analysis	203
	3.10 .Presentation and Presentation of Report	206
4	DATA ANALYSIS AND INTERPRETATION	207 – 323
	4.1 Percentage Analysis	207
	4.2 . ONE WAY ANOVA	296
	4.3 . MULTIPLE REGRESSION	308
	4.4 . CORRELATION	320
	4.5 . CHI SQUARE TEST	316
	4.4.T TEST	323
5	FINDINGS,SUGGESTIONS AND CONCLUSION	324 - 348
	5.1 .Findings of the Study	324
	5.2 .Suggestions & Recommendations	342
	5.3 . Limitations of the study	343
	5.4 .Conclusion	344

	5.5.Scope for Future Research	348
	REFERENCES	349 – 355
	ANNEXURE I – QUESTIONNAIRE	356 – 362
	ANNEXURE II – RESEARCH ARTICLE	363 – 382
	ANNEXURE III - BIOGRAPHY	383

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
1.1	Sectoral Classification of the Production Units	20
1.2	Top 8 States in terms of Manufacturing units	20
1.3	Estimated Production Capacities	21
1.4	Category of Leather Exports last 3 years (2019 – 2022)	23
1.5	Different Countries Market Developments in Leather Industry	24
1.6	Table indicating the Company Details	38
1.7	Table indicating Director's details	68
1.8	Table indicating Financial Info of KH Exports	103
1.9	Table indicating share capital of KH Exports	103
1.10	Table indicating Bank charges of KH Exports	104
1.11	Table indicating borrowing details of KH Exports	104
1.12	Table indicating Balance Sheet of KH Exports India Private Limited for the year 2021	105
1.13	Table indicating Profit & Loss Statement of KH Exports India Private Limited for the year 2021	106
1.14	Table indicating Cash Flow Statement of KH Exports India Private Limited for the year 2021	107
1.15	Table indicating the variables of Physiological Needs	164
1.16	Table indicating the variables of Security Needs	166
1.17	Table indicating the variables of Loving Needs	168
1.18	Table indicating the variables of Esteem Needs	171
1.19	Table indicating the variables of Self Actualization Needs	173
3.1	Table indicating the Research Design	192
3.2	Table indicating the Questionnaire Design	194
3.3	Table indicating the Sample Size	197
4.1.1	Table Indicating Gender of The Respondents	207
4.1.2	Table Indicating The Marital Status of The Respondents	208

4.1.3	Table Indicating Age of The Respondents	209
4.1.4	Table Indicating Educational Qualification of The Respondents	210
4.1.5	Table Indicating Designation of The Respondents	211
4.1.6	Table Indicating Annual Income of The Respondents	212
4.1.7	Table Indicating Experience of The Respondents	213
4.1.8	Table Indicating Satisfaction Level of Physiological Needs of Employees	214
4.1.9	Table Indicating PHY 1 - Statement On Basic Needs	217
4.1.10	Table Indicating PHY 2 - Statement On Proper Pay Package	218
4.1.11	Table Indicating PHY 3 – Adequate Remuneration	219
4.1.12	Table Indicating PHY 4 – Pay Package Offered	220
4.1.13	Table Indicating PHY 5 – Individual Incentive Schemes	221
4.1.14	Table Indicating PHY 6 – Periodical Revision	222
4.1.15	Table Indicating PHY 7 – Canteen Facilities	223
4.1.16	Table Indicating PHY 8 – Games And Cultural Events	224
4.1.17	Table Indicating Areas Of Interest	225
4.1.18	Table Indicating Satisfaction Level Of Security Needs Of Employees	227
4.1.19	Table Indicating SEC 1 - Statement On Job Security	230
4.1.20	Table Indicating SEC 2 - Statement On Good Equipment	231
4.1.21	Table Indicating SEC 3 - Statement On Retirement Benefits	232
4.1.22	Table Indicating SEC 4 - Statement On Company's Ability	233
4.1.23	Table Indicating SEC 5 - Statement On Working Condition	234
4.1.24	Table Indicating SEC 6 - Statement On Safety Measures	235
4.1.25	Table Indicating Work Load	236
4.1.26	Table Indicating Satisfaction Level Of Loving Needs Of Employees	238
4.1.27	Table Indicating LOV 1 - Statement On Good Relationship	241
4.1.28	Table Indicating LOV 2 - Statement On Social Events	242
4.1.29	Table Indicating LOV 3 - Statement On Friendly Atmosphere	243
4.1.30	Table Indicating LOV 4 - Statement On Grievance Redressal	244
4.1.31	Table Indicating LOV 5 - Statement On Supervisor Subordinate Relationship	245
4.1.32	Table Indicating LOV 6 - Statement On Cooperation	246
4.1.33	Table Indicating LOV 7 – Close Friendship	247

4.1.34	Table Indicating LOV 8 – Helping The Coworkers	248
4.1.35	Table Indicating LOV 9 – Liking And Desires	249
4.1.36	Table Indicating LOV 10 – After Work Activities (Playing,Picnics)	250
4.1.37	Table Indicating LOV 11 – Sense Of Belonging To Group	251
4.1.38	Table Indicating Satisfaction Level Of Esteem Needs Of Employees	253
4.1.39	Table Indicating EST 1 - Statement On Supervisor Recognition	256
4.1.40	Table Indicating EST 2 - Statement On Pride	257
4.1.41	Table Indicating EST 3 – Statement On Access To Higher Level	258
4.1.42	Table Indicating EST 4 – Statement On Self Initiative	259
4.1.43	Table Indicating EST 5 – Statement On Career Development	260
4.1.44	Table Indicating EST 6 – Statement On Rewards And Recognition	261
4.1.45	Table Indicating EST 7 – Developing My Status	262
4.1.46	Table Indicating EST 8 – Importance Of My Position	263
4.1.47	Table Indicating EST 9 – Recognizing My Work With Rewards	264
4.1.48	Table Indicating EST 10 – Prestige And Regard My Position Receives From Others	265
4.1.49	Table Indicating Satisfaction Level Of Self Actualization Needs Of Employees	267
4.1.50	Table Indicating ACT 1 - Statement On Giving Best	270
4.1.51	Table Indicating ACT 2 - Statement On Self Development	271
4.1.52	Table Indicating ACT 3 - Statement On Accomplish Dreams	272
4.1.53	Table Indicating ACT 4 - Statement On Self Fulfillment	273
4.1.54	Table Indicating ACT 5 - Statement On Policies And Procedures	274
4.1.55	Table Indicating ACT 6 - Statement On Commitment	275
4.1.56	Table Indicating ACT 7 – Develop My Full Potential	276
4.1.57	Table Indicating ACT 8 – Personal Growth & Development	277
4.1.58	Table Indicating ACT 9 – Advance In Responsibility By Creating Opportunities	278
4.1.59	Table Indicating ACT 10 – Self Fulfillment & Realizing My Dreams	279

4.1.60	Table Indicating Rating Of Employee Retention Strategies	281
4.1.61	Table Indicating Main Reasons For Employees To Leave	283
4.1.62	Table Indicating Main Factors For Employees To Stay	285
4.1.63	Table Indicating Employee Retention Helps In The Development Of Organization	287
4.1.64	Table Indicating Three R's	288
4.1.65	Table Indicating Management During Pandemic	289
4.1.66	Table Indicating Biggest Challenge	290
4.1.67	Table Indicating Grievance Handling System	291
4.1.68	Table Indicating Rating To Likely Stay With Company For Another Year	292
4.1.69	Table Indicating Rating About Team Mates	293
4.2.1.1	Table Indicating Hypothesis Testing 1 for Physiological Needs	296
4.2.2.2	Table Indicating One Way ANOVA Analysis for Hypothesis Testing 1	298
4.2.2.1	Table Indicating Hypothesis Testing 2 for Security Needs	299
4.2.2.2	Table Indicating One Way ANOVA Analysis for Hypothesis Testing 2	300
4.2.3.1	Table Indicating Hypothesis Testing 3 for Loving Needs	301
4.2.3.2.	Table Indicating One Way ANOVA Analysis for Hypothesis Testing 3	302
4.2.4.1	Table Indicating Hypothesis Testing 4 for Esteem Needs	303
4.2.4.2.	Table Indicating One Way ANOVA Analysis for Hypothesis Testing 4	304
4.2.5.1	Table Indicating Hypothesis Testing 5 for Self Actualization Needs	306
4.2.5.2	Table Indicating One Way ANOVA Analysis for Hypothesis Testing 5	307
4.3.1.1	Table Indicating Model Summary of Hypothesis Testing	308
4.3.1.2	Table Indicating Multiple Regression Analysis for Physiological Needs	308
4.3.2.1.	Table Indicating Model Summary of Hypothesis 7	310
4.3.2.2.	Table Indicating Multiple Regression Analysis for Security Needs	310
4.3.3.1	Table Indicating Model Summary of Hypothesis Testing 8	311
4.3.3.2	Table Indicating Multiple Regression Analysis for Loving	312

	Needs	
4.3.4.1	Table Indicating Model Summary of Hypothesis Testing 9	313
4.3.4.2	Table Indicating Multiple Regression Analysis for Esteem Needs	313
4.3.5.1	Table Indicating Model Summary of Hypothesis Testing 10	314
4.3.5.2	Table Indicating Multiple Regression Analysis for Self Actualization Needs	315
4.4.1	Table Indicating Correlations between Employee Retention Strategies and their Satisfaction Level	316
4.4.2	Table Indicating Correlations between Employee Retention Strategies and the main reasons for employees to leave	317
4.4.3	Table Indicating Correlations between Employee Retention Strategies and the main reasons for employees to stay	318
4.5.1	Table Indicating Chi Square Test Analysis between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect)	320
4.5.2.1	Table Indicating Chi Square Test Analysis of Employee retention managed by business and people during Pandemic	321
4.5.2.2	Table Indicating Chi Square Test Analysis of Employee retention managed by business and people during Pandemic	322
4.6	Table indicating HYPOTHESIS TESTING 1 – T TEST	323

LIST OF CHARTS

CHART NO	PARTICULARS	PAGE NO
1.1	Category of Leather Exports last 3 years (2019 – 2022)	8
1.2	Chart representing Major Markets for Indian Leather Products	28
1.3	Chart representing Different Countries Market Developments	30
1.4	Chart representing Labor Force of Leather Industry	34
1.5	Chart representing Organization Structure	69
1.6	Chart representing the Process of Tanning Leather	84
1.7	Chart representing the Process of Leather Bag	85
1.8	Chart representing the Process of Leather Footwear	86
1.9	Chart representing the Process of Leather Belt	86
1.10	Chart Representing Bank-wise Charges on Assets	103
1.11	Chart representing the Maslow Hierarchy of Needs	147
1.12	Chart representing the Hierarchy of Needs	158
1.13	Chart representing the Process of Need Gratification	159
1.14	Chart representing the Problems of Retention	161
3.1	Chart representing the Research Flow	191
4.1.1	Chart representing Gender of The Respondents	207
4.1.2	Chart representing The Marital Status of The Respondents	208
4.1.3	Chart representing Age of The Respondents	209
4.1.4	Chart representing Educational Qualification of The Respondents	210
4.1.5	Chart representing Designation of The Respondents	211
4.1.6	Chart representing Annual Income of The Respondents	212
4.1.7	Chart representing Experience of The Respondents	213
4.1.8	Chart representing Satisfaction Level of Physiological Needs of Employees	214
4.1.9	Chart representing PHY 1 - Statement On Basic Needs	217
4.1.10	Chart representing PHY 2 - Statement On Proper Pay Package	218
4.1.11	Chart representing PHY 3 – Adequate Remuneration	219
4.1.12	Chart representing PHY 4 – Pay Package Offered	220
4.1.13	Chart representing PHY 5 – Individual Incentive Schemes	221
4.1.14	Chart representing PHY 6 – Periodical Revision	222
4.1.15	Chart representing PHY 7 – Canteen Facilities	223
4.1.16	Chart representing Phy 8 – Games And Cultural Events	224

4.1.17	Chart representing Areas Of Interest	225
4.1.18	Chart representing Satisfaction Level Of Security Needs Of Employees	227
4.1.19	Chart representing SEC 1 - Statement On Job Security	230
4.1.20	Chart representing SEC 2 - Statement On Good Equipment	231
4.1.21	Chart representing SEC 3 - Statement On Retirement Benefits	232
4.1.22	Chart representing SEC 4 - Statement On Company's Ability	233
4.1.23	Chart representing SEC 5 - Statement On Working Condition	234
4.1.24	Chart representing SEC 6 - Statement On Safety Measures	235
4.1.25	Chart representing Work Load	236
4.1.26	Chart representing Satisfaction Level Of Loving Needs Of Employees	238
4.1.27	Chart representing LOV 1 - Statement On Good Relationship	241
4.1.28	Chart representing LOV 2 - Statement On Social Events	242
4.1.29	Chart representing LOV 3 - Statement On Friendly Atmosphere	243
4.1.30	Chart representing LOV 4 - Statement On Grievance Redressal	244
4.1.31	Chart representing LOV 5 - Statement On Supervisor Subordinate Relationship	245
4.1.32	Chart representing LOV 6 - Statement On Cooperation	246
4.1.33	Chart representing LOV 7 – Close Friendship	247
4.1.34	Chart representing LOV 8 – Helping The Coworkers	248
4.1.35	Chart representing LOV 9 – Liking And Desires	249
4.1.36	Chart representing LOV 10 – After Work Activities (Playing,Picnics)	250
4.1.37	Chart representing LOV 11 – Sense Of Belonging To Group	251
4.1.38	Chart representing Satisfaction Level Of Esteem Needs Of Employees	253
4.1.39	Chart representing EST 1 - Statement On Supervisor Recognition	256
4.1.40	Chart representing EST 2 - Statement On Pride	257
4.1.41	Chart representing EST 3 – Statement On Access To Higher Level	258
4.1.42	Chart representing EST 4 – Statement On Self Initiative	259
4.1.43	Chart representing EST 5 – Statement On Career Development	260
4.1.44	Chart representing EST 6 – Statement On Rewards And Recognition	261

4.1.45	Chart representing EST 7 – Developing My Status	262
4.1.46	Chart representing EST 8 – Importance Of My Position	263
4.1.47	Chart representing EST 9 – Recognizing My Work With Rewards	264
4.1.48	Chart representing EST 10 – Prestige And Regard My Position Receives From Others	265
4.1.49	Chart representing Satisfaction Level Of Self Actualization Needs Of Employees	267
4.1.50	Chart representing ACT 1 - Statement On Giving Best	270
4.1.51	Chart representing ACT 2 - Statement On Self Development	271
4.1.52	Chart representing ACT 3 - Statement On Accomplish Dreams	272
4.1.53	Chart representing ACT 4 - Statement On Self Fulfillment	273
4.1.54	Chart representing ACT 5 - Statement On Policies And Procedures	274
4.1.55	Chart representing ACT 6 - Statement On Commitment	275
4.1.56	Chart representing ACT 7 – Develop My Full Potential	276
4.1.57	Chart representing ACT 8 – Personal Growth & Development	277
4.1.58	Chart representing ACT 9 – Advance In Responsibility By Creating Opportunities	278
4.1.59	Chart representing ACT 10 – Self Fulfillment & Realizing My Dreams	279
4.1.60	Chart representing Rating Of Employee Retention Strategies	281
4.1.61	Chart representing Main Reasons For Employees To Leave	283
4.1.62	Chart representing Main Factors For Employees To Stay	285
4.1.63	Chart representing Employee Retention Helps In The Development Of Organization	287
4.1.64	Chart representing Three R's	288
4.1.65	Chart representing Management During Pandemic	289
4.1.66	Chart representing Biggest Challenge	290
4.1.67	Chart representing Grievance Handling System	291
4.1.68	Chart representing Rating To Likely Stay With Company For Another Year	292
4.1.69	Chart representing Rating About Team Mates	293

LIST OF FIGURES

FIGURE NO	PARTICULARS	PAGE NO
1.1	Employee Retention	2
1.2	Importance of Employee Retention	2
1.3	Causes of Employee Retention	4
1.4	Improve Employee Retention	6
1.5	Steps for Employee Retention	8
1.6	Reasons to Stay	12
1.7	Reasons to Leave	13
1.8	Recruitment	13
1.9	Selection Process	14
1.10	Social Networks	15
1.11	Training and Development	15
1.12	Compensation and Rewards	16
1.13	Qualities of Effective Leaders	17
1.14	Employee Benefits	17
1.15	Compensation and Rewards	18
1.16	Leather Industry	19
1.17	Top Leather Brands	36
1.18	Company Map	38
1.19	Company logo	39
1.20	KH Exports India Private Limited Company	39
1.21	KH Exports Tanning Division	40
1.22	KH Exports Tanning Division of Workers	40
1.23	Figure showing Tanning work done by workers	41
1.24	Figure showing Preserving Process	41
1.25	Figure showing Tanning Machine	41
1.26	Figure showing Soaking Machine 1	42
1.27	Figure showing Soaking Machine 2	42
1.28	Figure shows Tanning – Fleshing Machine	42
1.29	Figure shows Liming Process	43
1.30	Figure shows Splitting Process	43
1.31	Figure shows Deliming Process	43
1.32	Figure shows arranging process	44
1.33	Figure shows Ironing Machine	44

1.34	Figure shows Bating Machine	44
1.35	Figure shows Tanning – Liming Machine	45
1.36	Figure shows Trimming Machine	45
1.37	Figure shows Pickling Process	45
1.38	Figure shows Samming Process	46
1.39	Figure shows Unhairing Process	46
1.40	Figure shows Drying Process	46
1.41	Figure shows Footwear Division	47
1.42	Figure shows 9,00,000 bags stitching by workers	48
1.43	Figure shows 3 million SLG's produced by workers	48
1.44	Figure shows 1 million belts produced by workers	48
1.45	Figure shows Manufacturing of Belts	49
1.46	Figure shows stitching of Bags	49
1.47	Figure shows segregating process	49
1.48	Figure shows Clutches of KH exports	50
1.49	Figure shows Bags & Belts of KH exports	50
1.50	Figure shows zips & pins of leather belts, purses	50
1.51	Figure shows Leather goods stitching machine	51
1.52	Figure shows Leather purse stitching by workers	51
1.53	Figure shows drying bags after producing	51
1.54	Figure shows Leather Goods weighing machine	52
1.55	Figure shows Leather goods designing process	52
1.56	Figure shows Frequency Machine	52
1.57	Figure shows Leather Goods Division	53
1.58	Figure shows workers in Leather Goods Division	53
1.59	Figure shows Designing Shoes	54
1.60	Figures shows process of footwear making	54
1.61	Figure shows Footwear making machine	54
1.62	Figure shows Footwear process	55
1.63	Figure shows Footwear heating process	55
1.64	Figure shows sizing of shoes in machine	55
1.65	Figure shows shoe heels making	56
1.66	Figure shows footwear moulding	56
1.67	Figure shows Final Products – Shoes	56
1.68	Figure shows stitching of shoes	57
1.69	Figure shows arranging of shoes	57

1.70	Figure shows plating of shoes	57
1.71	Figure shows bullets/buttons making	58
1.72	Figure shows footwear bottoms	58
1.73	Figure shows Glove Division	59
1.74	Figure shows final Glove process	59
1.75	Figure shows workers of glove division	60
1.76	Figure shows glove cutting process	60
1.77	Figure shows Glove making process	60
1.78	Figure shows International Leather Crafts	61
1.79	Figure shows transport facilities of KH exports	63
1.80	Figure shows Rain water Harvesting	65
1.81	Figure shows KH commitment to Environment	65
1.82	Figure shows Solar water plant of KH Exports	66
1.83	Figure shows RO Plant of KH Exports	66
1.84	Figure shows Creche of KH Exports	66
1.85	Figure shows Medical room of KH Exports	66
1.86	Figure shows Mess of KH Exports	67
1.87	Figure shows Women workforce of KH Exports	67
1.88	Figure shows School of KH Exports	67
1.89	Figure shows Hospital of KH Exports	67
1.90	Figure shows the Managing directors of KH exports	69
1.91	Figure shows KH Exports Employees	69
1.3.1	Figure shows pre tanning process	72
1.3.2	Figure shows Preservation of Leather	72
1.3.3	Figure shows Soaking process	73
1.3.4	Figure shows Liming Machine	73
1.3.5	Figure shows degreasing Process	75
1.3.6	Figure shows Pickling Process	75
1.3.7	Figure shows Chrome Tanning	78
1.3.8	Figure shows Vegetable Tanning	79
1.3.9	Figure shows Aluminum Tanning	79
1.3.10	Figure shows Oiling process	80
1.3.11	Figure shows padding process	81
1.3.12	Figure shows Buffing Process	81
1.3.13	Figure shows Polishing Process	82
1.3.14	Figure shows Plating Process	82

1.3.15	Figure shows Embossed purse	83
1.3.16	Figure shows Sewing Machine	87
1.3.17	Figure shows Quality Testing	87
1.3.18	Figure shows Quality Testing Machine	88
1.3.19	Figure shows Inspection Room	88
1.3.20	Figure shows Testing Instrument	88
1.3.21	Figure shows Marketing Department	89
1.3.22	Figure shows HR department	94
1.3.23	Figure shows Chemical Section	98
1.3.24	Figure shows Maintenance department	100
1.3.25	Figure shows Packing department	100
1.4.1	Figure shows Leather Garments	108
1.4.2	Figure shows Leather Jackets	109
1.4.3	Fig.1.4.3.Figure shows Leather Shoes	109
1.4.4	Fig.1.4.4.Figure shows Leather Shoes	110
1.4.5	Fig.1.4.5.Figure shows Leather Belts	111
1.4.6	Figure shows Leather Accessories	111
1.4.7	Figure shows Leather Accessories	112
1.4.8	Figure shows Leather Hats	112
1.4.9	Figure shows Leather Boots	113
1.4.10	Figure shows Leather Boots	114
1.4.11	Figure shows Leather Boots	115
1.4.12	Figure shows Leather Gloves	116
1.4.13	Figure shows Leather Watch Straps	116
1.4.14	Figure shows Leather Earrings	116
1.4.15	Figure shows Leather Dancing	117
1.4.16	Figure shows Leather Purses	118
1.4.17	Figure shows Leather Clutches	119
1.4.18	Figure shows Leather Key Holders	120
1.4.19	Figure shows Leather Laptop Cases	120
1.4.20	Figure shows Leather Mobile Phone Holders	120
1.4.21	Figure shows Leather Spectacle Cases	121
1.4.22	Figure shows Leather Journal Cases	121
1.4.23	Figure shows Leather Pen/Pencil Cases	122
1.4.24	Figure shows Leather Corner Bookmarks	122
1.4.25	Figure shows Magazine Rack	123

1.4.26	Figure shows Bottle Cover	123
1.4.27	Figure shows Hands Bags	124
1.4.28	Figure shows Hands Bags	125
1.4.29	Figure shows Hands Bags	126
1.4.30	Figure shows Totes Bags	127
1.4.31	Figure shows Cross Body Bags	128
1.4.32	Figure shows Cross Body Bags	129
1.4.33	Figure shows Travel Bags	130
1.4.34	Figure shows Travel Bags	131
1.4.35	Figure shows Messenger Bags	132
1.4.36	Figure shows Messenger Bags	133
1.4.37	Figure shows Equestrian Bags	134
1.4.38	Figure shows Leather Sofas	135
1.4.39	Figure shows Leather Hassocks	135
1.4.40	Figure shows Leather Footrest	135
1.4.41	Figure shows Leather Chairbacks	136
1.4.42	Figure shows Leather Armrests	136
1.4.43	Figure shows Leather Wall hangings	136
1.4.44	Figure shows Leather Rugs	137
1.4.45	Figure shows Leather Valet Tray	137
1.4.46	Figure shows Leather Coaster	138
1.4.47	Figure shows Leather Throw, Couch, Accent, Sofa, Decorative, Lumbar Pillows	138
1.4.48	Figure shows Leather Drums	139
1.4.49	Figure shows Leather Instrument Straps	139
1.4.50	Figure shows Leather Sports Balls	139
1.4.51	Figure shows Leather Skin Guards	140
1.4.52	Figure shows Leather Sports Gloves	140
1.4.53	Figure shows Leather Masks	140
1.4.54	Figure shows Leather Knife Sheaths	140
1.4.55	Figure shows Leather Holsters	141
1.4.56	Figure shows Leather Quivers	141
1.4.57	Figure shows Leather Collars	141
1.4.58	Figure shows Leather Chains	142
1.4.59	Figure shows Leather Muzzles	142
1.4.60	Figure shows Leather Harness	142

1.5.1	Figure shows the picture of Abraham Maslow	144
1.5.2	Figure shows physiological needs	148
1.5.3	Figure shows security needs	149
1.5.4	Figure shows loving needs	149
1.5.5	Figure shows esteem needs	150
1.5.6	Figure shows self actualization needs	152
1.5.7	Figure shows the Relation of Retention with Maslow's Theory	175

LIST OF ABBREVIATIONS

Abbreviations/ Acronyms	EXPANSION / MEANING
%	Percentage
&	And
=	Equal to
>	Greater than
<	Lesser than
***	p<0.001
₹	Rupee
ANOVA	Analysis for Variance
ACT	Self Actualization Needs
EST	Esteem Needs
Et.al.,	And others
Freq.	Frequency
govt	Government
KH	Khizar Hussain
H ₀	Null Hypothesis
H ₁	Alternate Hypothesis
LOV	Loving Needs
HR	Human Resource
PHY	Physiological Needs
p	Significance
Pvt.ltd.,	Private Limited
ROL	Review of Literature
RET	Retention
EMP	Employees
SD(σ)	Standard Deviation
SE	Standard Error
SEC	Security Needs
Web	World Wide Web

LIST OF SUBHEADINGS

CHAPTER	S.NO	PARTICULARS	PAGE NO
1.1	INTRODUCTION		1 - 18
	1.1.1	DEFINITION OF EMPLOYEE RETENTION	1
	1.1.2	AIM OF EMPLOYEE RETENTION:	1
	1.1.3	IMPORTANCE OF EMPLOYEE RETENTION:	2
	1.1.4	CAUSES OF EMPLOYEE RETENTION:	4
	1.1.5	WAYS TO IMPROVE EMPLOYEE RETENTION:	6
	1.1.6	OVERVIEW OF RESEARCH PROJECT:	9
	1.1.7	JOIN, STAY AND LEAVE MODEL :	11
	1.1.8	BEST PRACTICES OF EMPLOYEE RETENTION:	13
1.2	INDUSTRY PROFILE:		19 - 36
	1.2.1	LEATHER INDUSTRY	19
	1.2.2	ECONOMIC SIGNIFICANCE	19
	1.2.3	INDUSTRY STRUCTURE	20
	1.2.4	MAJOR PRODUCTION CENTRES	20
	1.2.5	FEATURES OF LEATHER INDUSTRY	21
	1.2.6	STRENGTHS OF LEATHER INDUSTRY	21
	1.2.7	GROWTH OF LEATHER INDUSTRY	22
	1.2.8	LEATHER INDUSTRY VS HUMAN RESOURCES	23
	1.2.9	MARKET CONDITION	25
	1.2.10	MARKET DEVELOPMENT	29
	1.2.11	TYPES OF LABOUR FORCE	34
	1.2.12	EXAMPLES OF INDUSTRY	34
1.3.1	COMPANY PROFILE		35 - 107
	1.3.1.1	COMPANY DETAILS	35
	1.3.1.2	TANNERY DIVISION	40
	1.3.1.3	LEATHER GOODS DIVISION	47
	1.3.1.4	FOOTWEAR DIVISION	53
	1.3.1.5	GLOVE DIVISION	58
	1.3.1.6	INTERNATIONAL LEATHER CRAFTS MAN DIVISION	61
	1.3.1.7	MISSION	61
	1.3.1.8	VISION	63
	1.3.1.9	LOCATION OF THE COMPANY	63
	1.3.1.10	PLANT LAYOUT	64
	1.3.1.11	KH EXPORTS CSR ACTIVITIES	65
1.3.2.	ORGANIZATION STRUCTURE		68
1.3.3	DEPARTMENTAL ANALYSIS		70
1.3.3.1	PRODUCTION DEPARTMENT		70
	1.3.3.2	PRODUCTION PROCESS	71
	1.3.3.3	TYPES OF TANNING	78
	1.3.3.4	FINISHING PRODUCTION PROCESS	80
	1.3.3.5	MACHINES & INSTRUMENTS USED IN PROCESS	87
	1.3.3.6	QUALITY TESTING	87
1.3.4.1	MARKETING DEPARTMENT		88
	1.3.4.2	4 P'S OF MARKETING	88
	1.3.4.3	MARKETING MANAGEMENT	90
	1.3.4.4	CHANNELS OF DISTRIBUTION	91
	1.3.4.5	FUNCTIONS OF MARKETING MANAGEMENT	91
1.3.5.1	HUMAN RESOURCE MANAGEMENT		93
	1.3.5.2	HR POLICY	93

CHAPTER	S.NO	PARTICULARS	PAGE NO
	1.3.5.3	STATUTORY AND NON STATUTORY BENEFITS	94
	1.3.5.4	HR PRACTICES	95
	1.3.5.5	RECRUITMENT	95
	1.3.5.6	TRAINING	96
	1.3.5.7	PERFORMANCE APPRAISAL	96
	1.3.5.8	CULTURE	97
1.3.6.1	INVENTORY DEPARTMENT		98
1.3.6.2	MAINTENANCE DEPARTMENT		99
1.3.6.3	PACKING DEPARTMENT		100
1.3.7.1	FINANCE DEPARTMENT		101
	1.3.7.2	FUNCTIONS	101
	1.3.7.3	GOALS AND OBJECTIVES OF FINANCE DEPARTMENT	101
	1.3.7.4	FINANCE FORECASTING	101
	1.3.7.5	FINANCIAL CONTROLS	102
	1.3.7.6	INVESTMENT DECISION	102
	1.3.7.7	BUDGETING	102
	1.3.7.8	FINANCIAL INFORMATION OF KH EXPORTS INDIA PRIVATE LIMITED	103
1.4	PRODUCT PROFILE		108- 143
	1.4.1	LEATHER BODY ITEMS	108
	1.4.2	LEATHER CONTAINERS AND HOLDERS	118
	1.4.3	LEATHER HOME AND OFFICE ITEMS	135
	1.4.4	LEATHER MUSICAL, SPORTS AND DEFENSIVE ITEMS	138
	1.4.5	OTHER PRODUCTS	143
1.5	MASLOW HIERARCHY NEEDS THEORY		144 -158
	1.5.1	ABRAHAM MASLOW	144
	1.5.2	EVALUATION OF THE THEORY	145
	1.5.3	DIFFERENT NEEDS OF MASLOW - ILLUSTRATION	148
	1.5.4	RELATING MASLOW'S HIERARCHY OF NEEDS WITH EMPLOYEE RETENTION	155
	1.5.5	POSTUALATES OF NEEDS HIERARCHY THEORY	156
	1.5.6	THE PROCESS OF NEED GRATIFICATION	158
1.6	STATEMENT OF THE PROBLEM		159
1.7	OBJECTIVES OF THE STUDY		162
1.8	NEED OF THE STUDY		162
1.9	SCOPE AND SIGNIFICANCE OF THE STUDY		163
1.10	VARIABLES OF THE STUDY		163
1.11	ORGANIZATION OF CHAPTERS		176
2	REVIEW OF LITERATURE		178-189
	2.1	INTRODUCTION	178
	2.2.1	ROL - PHYSIOLOGICAL NEEDS	178
	2.2.2	ROL - SECURITY NEEDS	180
	2.2.3	ROL - LOVING NEEDS	181
	2.2.4	ROL - ESTEEM NEEDS	183
	2.2.5	ROL - SELF ACTUALIZATION NEEDS	184
	2.2.6	ROL - EMPLOYEE RETENTION STRATEGIES	186
	2.3	CONCLUSION	189
3	RESEARCH METHODOLOGY		190-206
3.1	METHODOLOGY		191
	3.1.1	RESEARCH PROCESS & FLOW	191
	3.1.2	PROJECT PLANNING	192

CHAPTER	S.NO	PARTICULARS	PAGE NO
3.2		RESEARCH DESIGN	192
3.3		SAMPLING TECHNIQUE	192
3.4		SOURCES OF DATA	193
3.5		STRUCTURE OF THE QUESTIONNAIRE	193
	3.5.1	BASIC INTRODUCTION	193
	3.5.2	PERSONAL & RESEARCH BASED QUESTIONS	194
	3.5.3	PERCEPTION QUESTIONS	195
	3.5.4	LIKERT SCALING QUESTIONS	195
	3.5.5	SUGGESTION QUESTION	196
	3.5.6	PILOT STUDY	196
3.6		SAMPLE SIZE	197
3.7		PERIOD OF STUDY	198
3.8		PROFILE AREA OF STUDY	198
3.9		HYPOTHESIS	198
	3.9.1	RESEARCH QUESTIONS	202
3.10		TOOLS FOR ANALYSIS	203
	3.10.1	PERCENTAGE DATA ANALYSIS	203
	3.10.2	STATISTICAL ANALYTICAL TOOL	203
	3.10.2.1	T TEST	203
	3.10.2.2	CHI SQUARE TEST	204
	3.10.2.3	ONE WAY ANOVA	204
	3.10.2.4	CORRELATION	204
	3.10.2.5	MULTIPLE CORRELATION	205
3.11		RATIONALE FOR RESEARCH	206
3.12		INTERVIEW WITH PERSONNELS	206
3.13		PREPARATION AND PRESENTATION OF REPORT	206
4		DATA ANALYSIS AND INTERPRETATION	207 - 295
4.1		PERCENTAGE ANALYSIS	207
	4.1.1	PHYSIOLOGICAL NEEDS	214
	4.1.2	SECURITY NEEDS	226
	4.1.3	LOVING NEEDS	237
	4.1.4	ESTEEM NEEDS	252
	4.1.5	SELF ACTUALIZATION NEEDS	266
	4.1.6	EMPLOYEE RETENTION STRATEGIES	281
4.2		STATISTICAL ANALYSIS ONE WAY ANOVA	296 - 323
	4.2.1	PHYSIOLOGICAL NEEDS : HYPOTHESIS TESTING 1	296
	4.2.2	SECURITY NEEDS : HYPOTHESIS TESTING 2	299
	4.2.3	LOVING NEEDS : HYPOTHESIS TESTING 3	301
	4.2.4	ESTEEM NEEDS : HYPOTHESIS TESTING 4	303
	4.2.5	SELF ACTUALIZATION NEEDS : HYPOTHESIS TESTING 5	305
4.3		STATISTICAL ANALYSIS MULTIPLE REGRESSION	308
	4.3.1	PHYSIOLOGICAL NEEDS : HYPOTHESIS TESTING 6	308
	4.3.2	SECURITY NEEDS : HYPOTHESIS TESTING 7	309
	4.3.3	LOVING NEEDS : HYPOTHESIS TESTING 8	310
	4.3.4	ESTEEM NEEDS : HYPOTHESIS TESTING 9	312
	4.3.5	SELF ACTUALIZATION NEEDS : HYPOTHESIS TESTING 10	314
4.4		STATISTICAL ANALYSIS CORRELATIONS	316
	4.4.1	EMPLOYEE RETENTION STRATEGIES - HYPOTHESIS TESTING 11	316

CHAPTER	S.NO	PARTICULARS	PAGE NO
	4.4.2	EMPLOYEE RETENTION STRATEGIES - HYPOTHESIS TESTING 12	317
	4.4.3	EMPLOYEE RETENTION STRATEGIES - HYPOTHESIS TESTING 13	318
4.5	STATISTICAL ANALYSIS CHI SQUARE TEST		320
	4.5.1	EMPLOYEE RETENTION STRATEGIES - HYPOTHESIS TESTING 14	320
	4.5.2	EMPLOYEE RETENTION STRATEGIES - HYPOTHESIS TESTING 15	321
4.6	STATISTICAL ANALYSIS T TEST HYPOTHESIS TESTING 16		323
5.	FINDINGS, SUGGESTIONS AND CONCLUSION		324 - 348
	5.1	FINDINGS	324
	5.2.	SUGGESTIONS & RECOMMENDATIONS	342
	5.2.1	ENHANCING LEATHER FIRMS: (8'S METHODOLOGY CONCEPT)	333
	5.2.2	SUGGESTION FOR LEATHER FIRM	334
	5.2.3	SUGGESTIONS OF RESEARCH	335
	5.2.4	RECOMMENDATIONS OF RESEARCH	340
	5.2.5	RESEARCH CONTRIBUTIONS AND LEARNINGS	342
	5.3	LIMITATIONS OF THE STUDY	343
	5.4	CONCLUSION	344
	5.5	SCOPE FOR FUTURE RESEARCH	348
	REFERENCES AND BIBLIOGRAPHY		349 – 355
		LIST OF RESEARCH JOURNALS	349
		LIST OF INTERNET WEBSITES	352
		LIST OF BOOKS	353
		THESIS AND DISSERTATION	354
		REPORTS	354
		MY PUBLICATIONS	355
	ANNEXURE I - QUESTIONNAIRE		356 – 362
	ANNEXURE II – RESEARCH ARTICLE -A STUDY ON EMPLOYEE RETENTION STRATEGIES AND FACTORS WITH SPECIAL REFERENCE TO LEATHER INDUSTRY IN CHENNAI		363 – 370
	ANNEXURE II- A STUDY OF RENOVATING THE PYRAMID OF NEEDS AND RELATING TO EMPLOYEE RETETION TOWARDS LEATHER INDUSTRY IN CHENNAI		371 - 382
	ANNEXURE - BIOGRAPHY		383

CHAPTER – 1

INTRODUCTION



CHAPTER 1 – INTRODUCTION

1.1.INTRODUCTION :

It is impossible for an organization to survive if its top performers quit. It is essential for the management to retain its valuable employees who think in favor of the organization and contribute their level best. An organization needs employees who are loyal and work hard with full dedication to achieve the organization's objective. 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 Employees. 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. Employee Retention Would Require A Lot Of Efforts, Energy, And Resources But The Results Are Worth It.

The samples of my research project are from KH Leather Exports India Private Limited located in Chennai at Nungambakkam. For this report, a small survey is conducted. A self designed survey questionnaire was collected from a sample size of 350 Employees to seek their views on the retention in this company.

1.1.1.DEFINITION OF EMPLOYEE RETENTION:

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.

1.1.2.AIM OF EMPLOYEE RETENTION:

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 make them corporate-ready. The organization will be in complete loss, if such employees quit after they are fully trained.



Fig.1.1.1. Figure Shows Employee Retention

1.1.3.IMPORTANCE OF EMPLOYEE RETENTION:

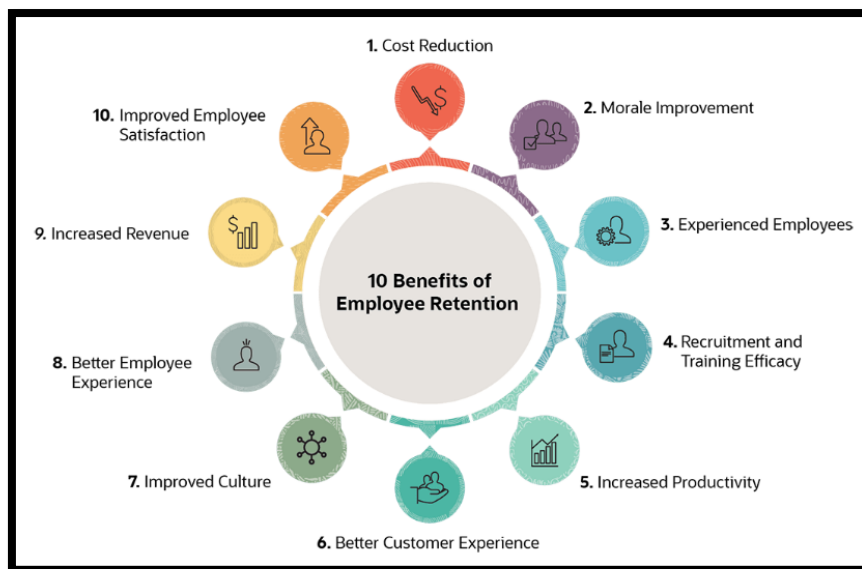


Fig.1.1.2. Figure Shows Importance of Employee Retention

It is very important for an organization to attract, hire, and retain the right resources. Most of the organizations are very effective, when it comes to attracting and hiring new talents, but they fail in retaining the same talents. There can be many reasons for an employee to leave an organization. It is very essential

for an organization to know the reasons, which can help the organization in making the job attractive and encourage the employees to stay with the organization.

- The first and foremost requirement is to measure the key factors which influence the retention rates, such as salary expectations, employee engagement, working environment and boss/managers. Once these measurements are identified, the initiatives are to be planned and to be implemented for improvement of the retention rate.
- The HR department has to provide the line managers with the right tools to retain talented employees. The retain policy should be designed with flexible schemes that can be changed according to the prevailing conditions. It is the manager who can influence the employee, but the Human Resources department has to provide the managers with the required tools and channels to influence the employees effectively.
- In an organization, the core driver of retention policies are the strategies behind them. The team of line managers and the leaders are the owners of the documentation and the HR department has to measure the progress, successes and failures of the strategies applied. The ownership of the strategies falls on the team of line managers and the leaders, who need to protect the work interests of the employees and retain them.
- Business efficiency is needed. Employees who have been at the company for a few years understand the vision and culture and have the skills needed to do the job. It takes time to train a new employee and for that employee to acclimate to the company environment. Retaining employees who know the job and perform to a high standard helps maintain the business's efficiency and productivity
- When employees leave the company, it can affect morale and loyalty. Creating a work environment that encourages employees to stay can help them feel good about the company and want to continue working there. There must be employee morale and loyalty.
- Aside from all the time and money invested into employees, replacing an employee incurs further costs. Among those costs are advertising the

position, interviewing and selecting a quality candidate, onboarding the new employee and training them.

- Finally, the retention program has to be measured. The HR department has to measure the performance of the retention plan. They should measure the difference in the turnover, the development of the attrition and the satisfaction of employees in the program.

1.1.4. CAUSES OF EMPLOYEE RETENTION:



Fig 1.1.3. Figure Shows Causes of Employee Retention

1. LOW MORALE

The way employees feel about working at the company can affect their desire to stay. If there were many recent layoffs or if the company has a negative public image, employees might consider working elsewhere. Changes in upper management or the corporate structure as a whole can also affect morale, especially among employees who have been there a long time.

2. NO CLEAR PATH TO ADVANCEMENT

If employees have been working at their jobs for a few years, excelling within their roles and perhaps even receiving praise for their work, they may expect

management to consider them for promotions. If, however, management doesn't discuss career advancement with them or show them how to move forward in their careers, they might consider leaving.

3. INADEQUATE SALARY

If employee salaries are not increasing to meet their current needs, and management is not offering adequate pay raises, those employees might look for work that pays better. It could be that the current management hasn't offered them a raise in a long time, despite their good work and increased skill level. That, too, would be a reason for them to consider a new job.

4. LACK OF DEVELOPMENT OPPORTUNITIES

One way to achieve career advancement is through training and development. Most businesses offer their employees classes and mentoring to help them develop both personally and professionally. If management is not offering their employees this kind of training or providing any kind of helpful career guidance, their employees may feel like they can't learn or grow. They might feel the only way to progress in their careers and skills is by changing jobs.

5. INADEQUATE BENEFITS:

Most businesses offer their full-time employees benefits such as paid time off, health insurance and company stock. Where such benefits are missing or inadequate, they may decide to find work with an employer who can offer a benefits package better aligned to their needs.

6. DISENGAGEMENT :

Feeling disconnected from coworkers and the company is another reason someone may want to find a different job. In larger companies, employees can feel distant from the decision-making process. They might also find it hard to share their thoughts and concerns when there are so many other employees and many layers of management above them.

7. BOREDOM:

Perhaps the work that management gives their employees isn't challenging or doesn't make full use of their skills. Employees like to know why they are

performing their jobs and that the work they do is fulfilling and has meaning. If they feel that they are doing work without any sense of purpose, they might want to find a job where they can better use their skills.

8. FEELING OVERWORKED:

When there is too much work to do and not enough time, stress levels increase and motivation to work can drop. Feeling stressed for a long period can cause burnout, which is a large factor in low employee retention.

1.1.5.WAYS TO IMPROVE EMPLOYEE RETENTION:

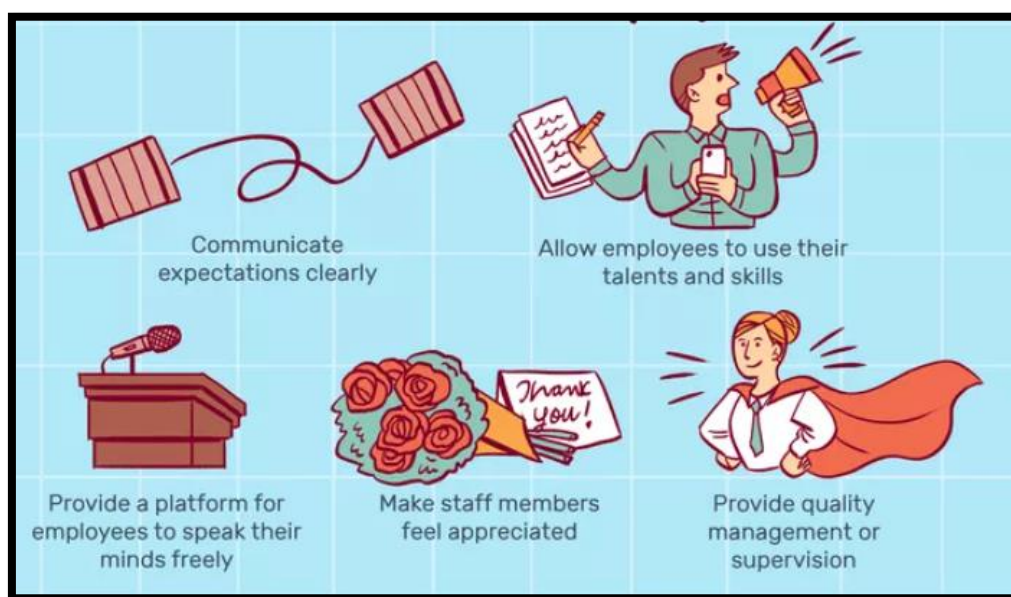


Fig.1.1.4. Figure Shows Improve Employee Retention

1. CREATE AN INVOLVED ONBOARDING PROCESS:

A good time for a business to consider employee retention is at the start of the employee's tenure. Managers can hire employees who understand the vision of the company and are enthusiastic to start work. By immediately immersing new hires in the company culture and environment, they may be more likely to feel like a part of the team, increasing retention long term.

2. PROVIDE IN DEPTH TRAINING:

A business that offers valuable training linked to advancement is more likely to keep quality employees. Career-focused training provides a clear way for employees to progress in the company and encourages them to stay. It also

shows the company is invested in their development and wants them to be successful.

3. BE TRANSPARENT:

When a company is transparent with its employees, it provides clear communication so they understand and share the company's vision and goals. Transparency can also include having an "open door" policy that allows employees to share concerns with their management without fear of being disciplined. Not only do they feel as if the company has nothing to hide, but they also know their voices will be heard if they offer a suggestion for improvement or want to share a concern.

4. RECOGNIZE AND REWARD EMPLOYEES:

While most people will do a good job regardless of recognition, the fact management shows appreciation for good work can help build loyalty. When employees are recognized or rewarded for their achievements, they feel that their peers and management consider their work to be important and that they are valued.

5. OFFER COMPETITIVE SALARIES:

A good salary is one where the employee believes the amount they are paid is reasonable for their job level, experience and skills. An employee is more likely to stay with a company that pays a good salary offers regular, competitive raises and opportunities for bonuses and promotions.

6. PROVIDE A GOOD BENEFITS PACKAGE:

Employees who work for companies that provide them with attractive benefits are more likely to stay. Benefits like employer-subsidized health insurance, paid sick leave, paid vacation time and corporate discounts can be good incentives to attract and retain quality employees.

7. HAVE FLEXIBLE TIME OFF POLICIES:

Overwork and burnout can be reasons someone may feel the need to change jobs. By providing flexible time-off policies, the company encourages its employees to take time away from work. A good work-life balance is important for

mental health. By allowing employees to take time off when they need it, the business shows it cares about them as people, not just as employees.

8. OFFER FLEXIBLE HOURS:

There are times when employees need to be able to manage situations at home that happen during the workday. If the company can provide its employees the flexibility to work around home responsibilities, they are less likely to look for a job somewhere that has a more accommodating schedule.

9. PROVIDE CONVENIENCE AND COMFORT AMENITIES:

Amenities like ergonomic desks, subsidized cafeterias, free refreshments and break areas are ways a business can show it cares for its employees. By promoting a healthy work environment and giving employees opportunities to step away from their desks and relax, the company demonstrates concern for their mental and physical health.

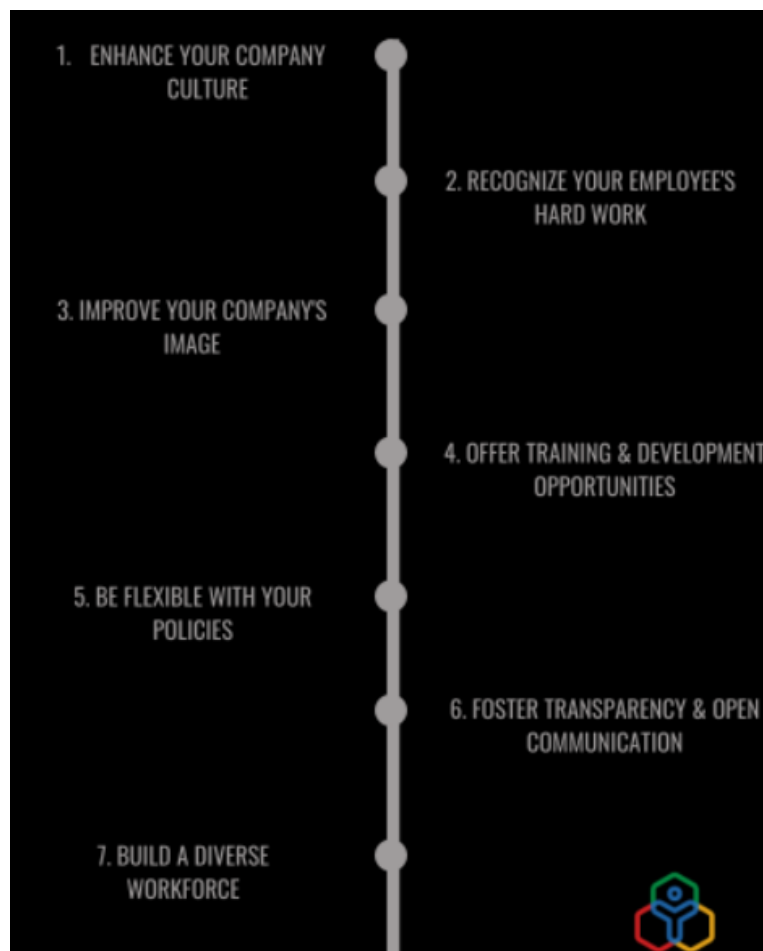


Fig.1.1.5. Figure Shows Steps for Employee Retention

1.1.6. OVERVIEW OF RESEARCH PROJECT:

WHY?

The problem is significant because Retention rate is important because limiting employee churn saves businesses both time and money. Vacant positions mean either work isn't getting done or other workers are forced to take on more. In addition, organizations with poor retention often see productivity suffer and employee morale wane.

WHERE?

The roots of the word, Latin re- "back" and tenure "to hold," say it all. You often use the word in the military or business contexts to talk about keeping soldiers, or employees, from leaving. Employers in almost every industry are struggling with employee retention challenges — and that's not going to change any time soon. According to the U.S. Department of Labor, 38.2 million people voluntarily quit their jobs in 2017, and more than three million people have quit each month during 2018 so far. A major lose to Leather industry.

WHEN?

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. Hence we can solve this issue as early as possible using employee retention strategies.

WHAT?

The major consequences of this research is to study To study about the employee retention in the organization then to ascertain the problems of the employees in the organization. Further identify how retention strategy reduces employee turnover and to find out the factors leading employees to leave the organization.

WHO?

The people concerned with this research includes all age groups from 18 years to more than 50 years. Leather industry employees are Affected By Employee

retention. An employee is a person who is paid to work for an organization or for another person.

HOW?

The problem is discovered and can be solved through following measures,

- Provide mentoring and career development programmer 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.

HOW MUCH?

The frequency of this problem impacted 83% of employees believe in attracting and retaining talent as a growing challenge, 66% of millennial expect to leave their organizations in the upcoming years, the top reasons given by employees leaving their jobs include 22% lack of career development, 12% lack of support with work life balance, 11% because of their managers behavior, 9% unsatisfactory compensation and benefits, 9% poor well being. Among HR professionals claim the difficulty in retaining old workers 47% of work has inflexibility as the biggest challenge, 45% career inflexibility, 44% work hours inflexibility. 78% of employees said they would remain longer with their employer if they saw a career path within the current organization.

AREA OF MY INDUSTRY:

Sample Size : 350 Employees

Population : People at KH Leather Exports India Pvt., Ltd.,

Location : CHENNAI, Nungambakkam

Targeted People : Employees

Type of Industry : Leather Industry

The detailed study of my research are given in the following chapters.

1.1.7. JOIN, STAY AND LEAVE MODEL :

For organizations and employers, understanding the environment is the first step to developing a long-term retention strategy. Organizations should understand why employees join, why they stay and why they leave an organization. This join, stay, leave model is akin to a three-legged stool, meaning that without data on all three, organizations will be unsuccessful in implementing a proper retention strategy.

WHY EMPLOYEES JOIN ?

The attractiveness of the position is usually what entices employees to join an organization. However, recruiting candidates is only half the problem while retaining employees is another. Understanding what your employees are looking for in the job while simultaneously making sure your expectations are correct are both important factors to address in the hiring process. High performing employees are more likely to be retained when they are given realistic job previews. Organizations that attempt to oversell the position or company are only contributing to their own detriment when employees experience a discord between the position and what they were initially told. To assess and maintain retention, employers should mitigate any immediate conflicts of misunderstanding in order to prolong the employee's longevity with the organization. New-hire surveys can help to identify the breakdowns in trust that occur early on when employees decide that the job was not necessarily what they envisioned.

WHY EMPLOYEES STAY?

Understanding why employees stay with an organization is equally as important to understanding why employees choose to leave. Recent studies have suggested that as employees participate in their professional and community life, they develop a web of connections and relationships. These relationships prompt employees to become more embedded in their jobs and by leaving a job; this would sever or rearrange these social networks. The more embedded employees are in an organization, the more they are likely to stay. Additionally, the extent to which employees experience fit between themselves at their job, the lesser chance they will search elsewhere. Organizations can ascertain why employees stay by conducting stay interviews with top performers. A stay survey can help to take the pulse of an organization's current work environment and its impact on

their high performing employees. Employers that are concerned with over-using stay interviews can achieve the same result by favoring an ongoing dialogue with employees and asking them critical questions pertaining to why they stay and what their goals are.

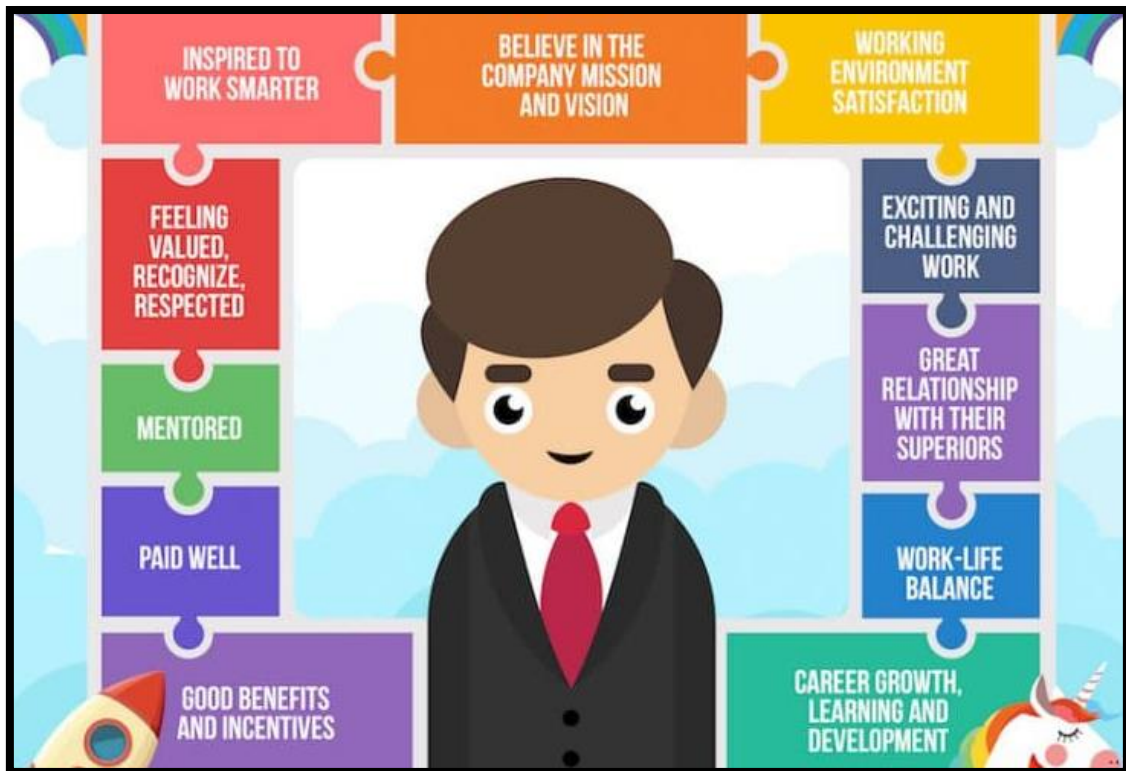


Fig.1.1.6. Figure Shows Reasons to Stay

WHY EMPLOYEES LEAVE ?

By understanding the reasons behind why employees leave, organizations can better cater to their existing workforce and influence these decisions in the future. Oftentimes, it is low satisfaction and commitment that initiates the withdrawal process, which includes thoughts of quitting in search of more attractive alternatives. If administered correctly, exit interviews can provide a great resource to why employees leave. Typically, employees are stock in their responses because they fear being reprimanded or jeopardizing any potential future reference. The most common reasons for why employees leave are better pay, better hours and better opportunity. These typical answers for leaving, often signal a much deeper issue that employers should investigate further into. By asking relevant questions and perhaps utilizing a neutral third party provider to conduct the interview, employers can obtain more accurate and quantifiable data. Contrary

to what most organizations believe, employees often leave due to relationships with manager and/or treatment of employees and not compensation, as this is often a response that employees are uncomfortable expressing to their organization directly. Retention Diagnostic is a rapid benchmarking process that identifies the costs and can help uncover what affects employee loyalty, performance and engagement.

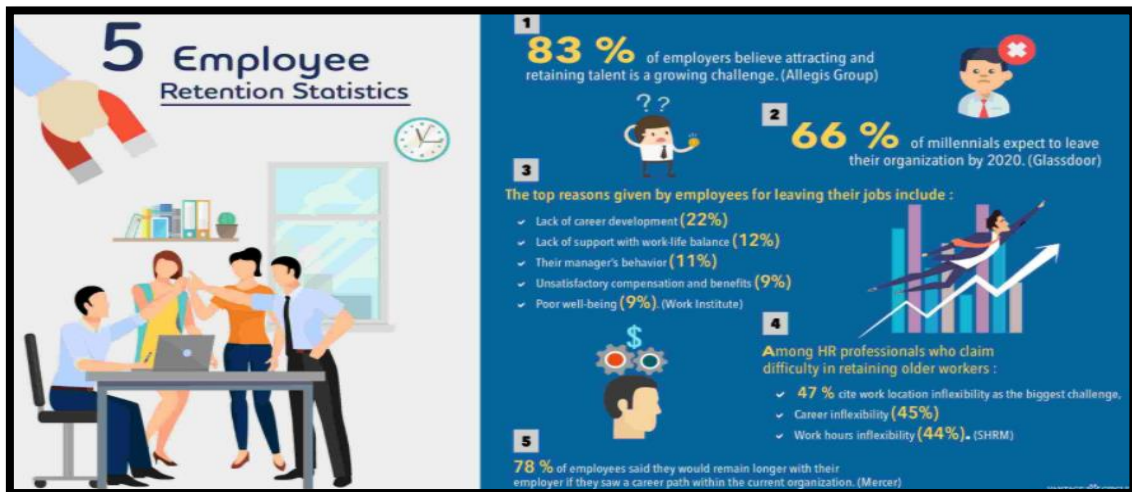


Fig1.1.7, Figure Shows Reasons to Leave

1.1.8. BEST PRACTICES OF EMPLOYEE RETENTION:

- **RECRUITMENT:** Presenting applicants with realistic job previews during the recruitment process have a positive effect on retaining new hires. Employers that are transparent about the positive and negative aspects of the job, as well as the challenges and expectations are positioning themselves to recruit and retain stronger candidates.



Fig.1.1.8. Figure Shows Recruitment

- **SELECTION** : There are plethora of selection tools that can help predict job performance and subsequently retention. These include both subjective and objective methods and while organizations are accustomed to using more subjective tools such as interviews, application and resume evaluations, objective methods are increasing in popularity. For example, utilizing biographical data during selection can be an effective technique. Biodata empirically identifies life experiences that differentiate those who stay with an organization and those who quit. Life experiences associated with employees may include tenure on previous jobs, education experiences, and involvement and leadership in related work experiences.

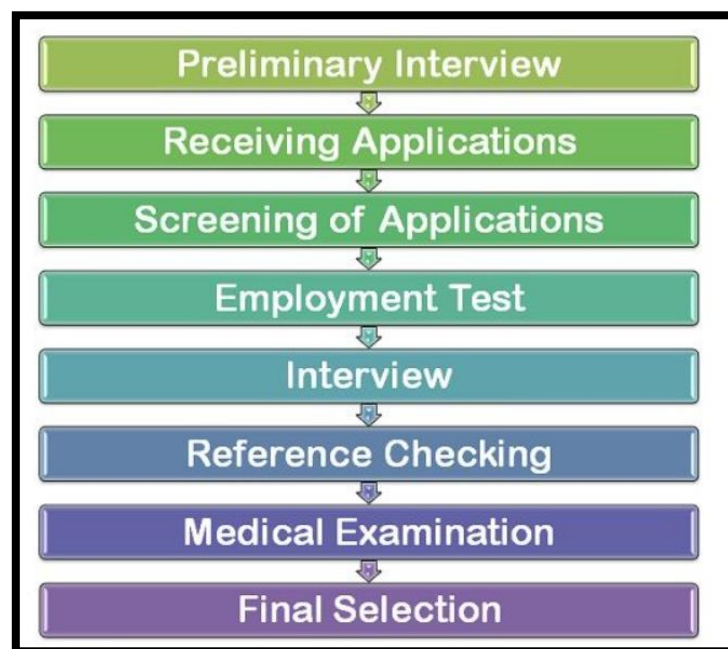


Fig 1.1.9. Figure Shows Selection Process

- **SOCIALIZATION** : Socialization practices delivered via a strategic on boarding and assimilation program can help new employees become embedded in the company and thus more likely to stay. Research has shown that socialization practices can help new hires become embedded in the company and thus more likely to stay. These practices include shared and individualized learning experiences, activities that allow people to get to know one another. Such practices may include providing employees with a role model, mentor or trainer or providing timely and adequate feedback.



Fig.1.1.10. Figure Shows Social Networks

- **TRAINING AND DEVELOPMENT :** Providing ample training and development opportunities can discourage turnover by keeping employees satisfied and well-positioned for future growth opportunities. In fact, dissatisfaction with potential career development is one of the top three reasons employees (35%) often feel inclined to look elsewhere. If employees are not given opportunities to continually update their skills, they are more likely to leave. Those who receive more training are less likely to quit than those who receive little or no training. Employers that fear providing training will make their employees more marketable and thus increase turnover can offer job specific training, which is less transferable to other contexts. Additionally, employers can increase retention through development opportunities such as allowing employees to further their education and reimbursing tuition for employees who remain with the company for a specified amount of time.



Fig.1.1.11. Figure Shows Training and Development

- **COMPENSATION AND REWARDS** : Pay levels and satisfaction are only modest predictors of an employee's decision to leave the organization; however organizations can lead the market with a strong compensation and reward package as 53% of employees often look elsewhere because of poor compensation and benefits. Organizations can explicitly link rewards to retention

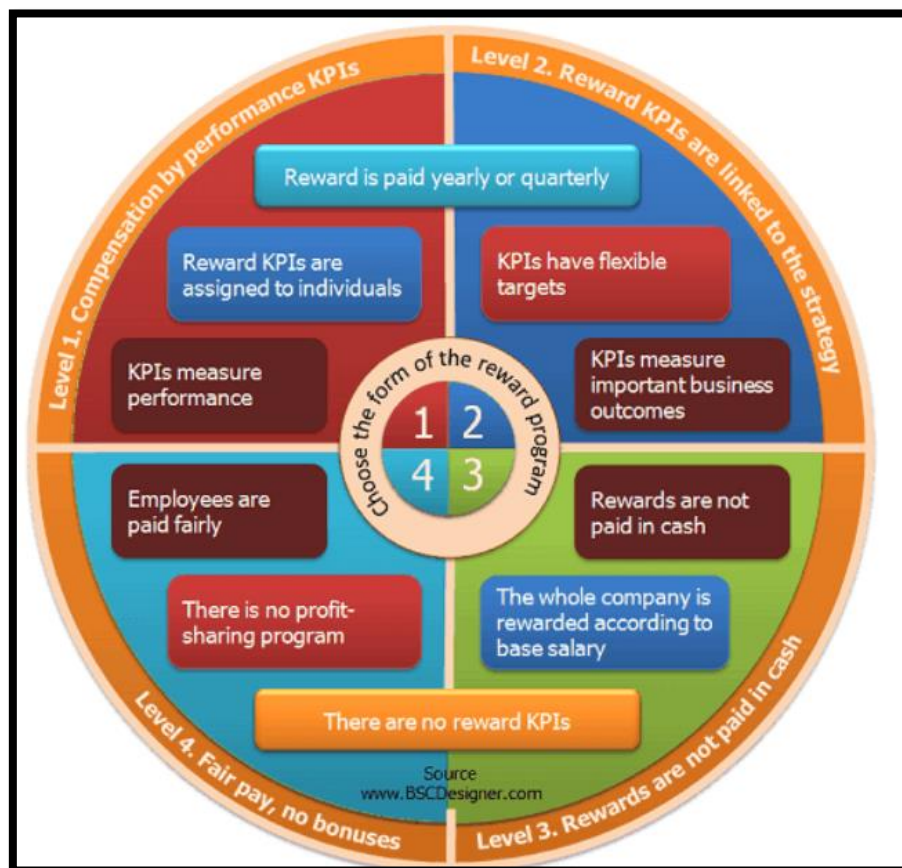


Fig.1.1.12. Figure Shows Compensation and Rewards

- **EFFECTIVE LEADERS** : An employee's relationship with his/her immediately ranking supervisor or manager is equally important to keeping to making an employee feel embedded and valued within the organization. Supervisors need to know how to motivate their employees and reduce cost while building loyalty in their key people. Managers need to reinforce employee productivity and open communication, to coach employees and provide meaningful feedback and inspire employees to work as an effective team. In order to achieve this, organizations need to prepare managers and supervisors to lead and develop effective relationships with their subordinates. Executive Coaching can help increase an individual's

effectiveness as a leader as well as boast a climate of learning, trust and teamwork in an organization. to encourage supervisors to focus on retention among their teams, organizations can incorporate a retention metric into their organization's evaluation.



Fig.1.1.13. Figure Shows Qualities of Effective Leaders

- **EMPLOYEE BENEFITS :** Benefits are a critical piece of the equation in retaining employees. Employees are looking for benefits that span more than the core basics..

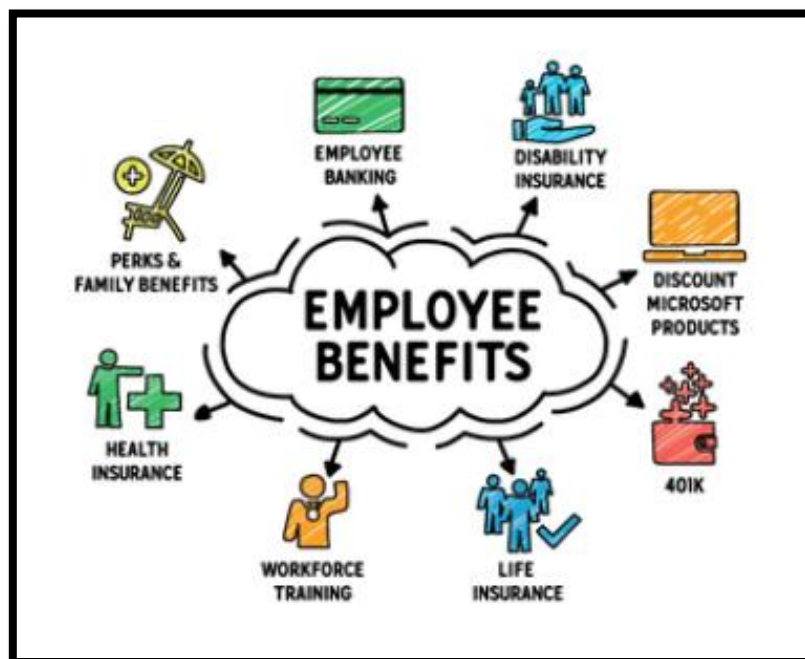


Fig.1.1.14. Figure Shows Employee Benefits

➤

With a robust rewards and benefits package and an effective benefits communication plan, employee engagement and retention can improve. Nurturing your employees understanding of the total value of their benefits package and how to strategically use it will enhance their experience and total well-being

- **EMPLOYEE ENGAGEMENT** : Employees who are satisfied with their jobs, enjoy their work and the organization, believe their job to be more important, take pride in the company and feel their contributions are impactful are five times less likely to quit than employees who were not engaged. Engaged employees give their companies crucial competitive advantages, including higher productivity and lower employee turnover.



Fig.1.1.15. Figure Shows Compensation and Rewards

1.2.INDUSTRY PROFILE:

The data of the study is collected from employees working in leather industry with special reference to **KH LEATHER EXPORTS INDIA PRIVATE LIMITED**, Chennai.

1.2.1.LEATHER INDUSTRY:

Chronologically the birth of Leather in India dates back to 3,000 years B.C. The innate strengths, innovative technology and marketing strategies have converted the comparative advantage of India into a commercial success making the country a cynosure of Leather and Tanning in the Global Leather Map. Leather is one of the most widely traded commodities globally. The growth in demand for leather is driven by the fashion industry, especially footwear. Apart from this, furniture and interior design industries, as well as the automotive industry also demand leather. The leather industry has a place of prominence in the Indian economy due to substantial export earnings and growth. The Indian leather industry accounts for around 12.93% of the world's leather production of hides/skins.



Fig.1.16. Figure Shows LEATHER INDUSTRY

1.2.2.ECONOMIC SIGNIFICANCE:

- The Euro 5.25 Billion, Indian Leather Industry – 6th largest in the World, is one of the major established manufacturing industries in the modern as well as traditional sector.
- It is an indigenous industry in which the country is well endowed with an affluence of raw materials, skilled manpower, innovative technology, increasing industry compliance to international environment standards and the dedicated support of the allied industries.

- The industry has undergone a structural change during the last three decades, from merely an exporter of raw material in the sixties to that of value added products occupying a place of prominence in the Indian economy in terms of foreign trade, employment generation and growth and is among the top ten foreign exchange earners for the country, gradually parading towards the magic figure of Euro 5.27 Billion³ of exports by 2021 - 22.

1.2.3.INDUSTRY STRUCTURE:

Leather product / leather industry in India is spread over organized as well as unorganized sector dominated by the presence of family units. The small scale, cottage and artisan sectors account for over 90% of the total production.

Table.1.1.Table indicating Sectoral Classification of the Production Units

Type of Unit	Turnover
Small	< Euro 2.25 Million
Medium	Euro 2.25 -11.25 Million
Large	Euro11.25 – 41.25 Million

1.2.4. MAJOR PRODUCTION CENTRES:

The major production centers for leather and leather products are located in Tamil Nadu -Chennai, Ambur, Ranipet, Vaniyambadi, Trichy, Dindigal; West Bengal – Kolkata; Uttar Pradesh - Kanpur, Agra and Noida; Maharashtra – Mumbai; Punjab – Jalandhar; Karnataka – Bangalore; Andhra Pradesh – Hyderabad; Haryana - Ambala, Gurgaon, Panchkula and Karnal and Delhi.

Table. 1.2. Table indicating Top 8 States in terms of Manufacturing units

States	Footwear Units (Factories + Household)	Leather Garments + Leather Goods Units	Total
Tamil Nadu	160	598	758
West Bengal	230	436	666
Uttar Pradesh	268	22	290
Haryana & Punjab	163	8	171
New Delhi	112	43	155
Andhra Pradesh	128	10	138
Karnataka	48	40	88
Maharashtra	20	48	68

Table.1.3. Table Indicating Estimated Production Capacities

Item	Capacity
Leather Footwear	909 Million Pairs
Leather Shoe Uppers	100 Million Pairs
Non – Leather Footwear	1056 Million Pairs
Leather Garments	16 Million Pieces
Leather Goods	63 Million Pieces
Industrial Gloves	52 Million Pairs
Saddlery & Harness	12.50 Million Pieces

Sources CLRI DATA. Central Leather Research Institute

1.2.5. FEATURES OF LEATHER INDUSTRY

- Own raw material source - 21% of world cattle & buffalo and 11% of world goat & sheep population are housed in India.
- 2 Billion sq feet of leather produced annually.
- 2nd largest producer of Footwear and Leather Garments.
- 3rd largest producer of saddlery and harness items.
- Generating employment for 2.5 Million people, mostly from the weaker sections with 30% women predominance.
- Nearly 60-65% of the production is in the small / micro sector.
- Promising technology inflow and Foreign Direct Investment.
- World-class institutional support for Design and Product Development
- Human Resources Development and R&D activities.
- Presence of support industries like leather chemicals and finishing auxiliaries.
- Presence in major markets-Long European experience and strategic location in Asian landmass.

1.2.6. STRENGTHS OF LEATHER INDUSTRY

- Own raw material source – About 3 billion sq ft of leather produced annually.
- Some varieties of goat / calf / sheep skins command premium position.
- Strong and eco-sustainable tanning base.
- Modernized manufacturing units.
- Trained / skilled manpower at competitive wage levels
- World-class institutional support for Design & Product Development, HRD and R & D.

- Presence of support industries like leather chemicals and finishing auxiliaries.
- Presence in major markets – Long Europe experience
- Strategic location in the Asian landmass

1.2.7. GROWTH OF LEATHER INDUSTRY

- Design development initiatives by institutions and individuals.
- Continuous modernization and technology up-gradation.
- Economic size of manufacturing units.
- Constant human resource development programme to enhance productivity.
- Increasing use of quality components.
- Shorter prototype development time.
- Delivery compliance.
- Growing domestic market for footwear and leather articles.
- High growth potential for exports
- The ready availability of leather
- The abundance of essential raw materials
- Rapid strides in the areas of capacity modernisation and expansion
- Skill development and environment management
- Favourable government policies

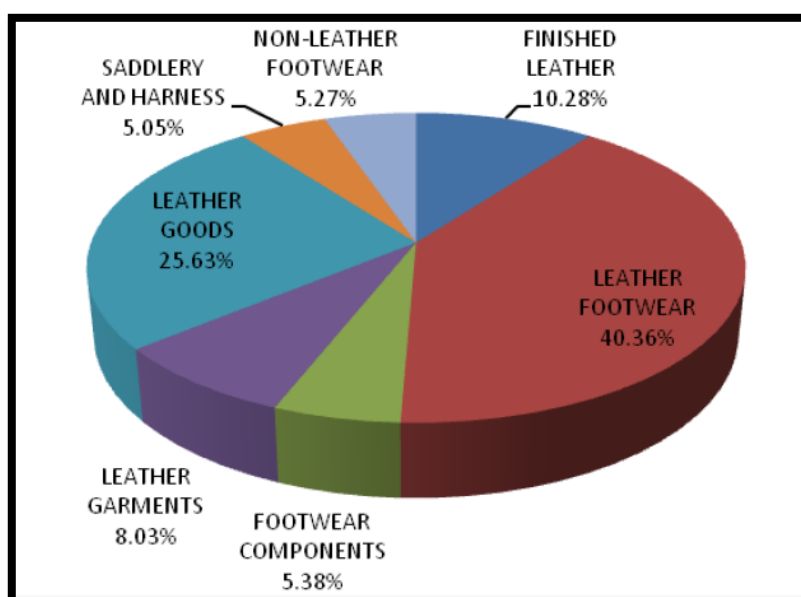
Additional steps have been taken to increase the export of leather and leather products:

- About 2% across the board enhancement of duty credit scrip under Merchandise Exports from India Scheme (MEIS) for shipments made from 1 November 2017
- GST concessions for leather industry items –
- Finished leather from 12% to 5%,
- Certain leather chemicals, leather goods, leather garments and saddlery items from 28% to 18%,
- Common Effluent Treatment Plants (CETPs) from 18% to 12%,
- Job work from 18% to 5% Footwear from 18% to 5%
- The Leather & leather products that have recorded positive growth during August 2021 vis-à-vis August 2020 are 8.37%

**Table.1.4. Table Indicating Category of Leather Exports last 3 years
(2019 – 2022)**

FINISHED LEATHER	524.15	378.23	-27.84%	10.27%
LEATHER FOOTWEAR	2081.67	1485.55	-28.64%	40.35%
FOOTWEAR COMPONENTS	261.67	197.59	-24.49%	5.37%
LEATHER GARMENTS	429.11	295.56	-31.12%	8.03%
LEATHER GOODS	1353.74	944.31	-30.24%	25.65%
SADDLERY AND HARNESS	151.44	186.18	22.94%	5.06%
NON-LEATHER FOOTWEAR	281.97	194.16	-31.14%	5.27%
TOTAL	5083.76	3681.58	-27.58%	100.00%

Chart.1.1. Chart representing Category of Leather Exports last 3 years



1.2.8. LEATHER INDUSTRY VS HUMAN RESOURCES:

Undoubtedly, human resources have been the most important factor in achieving development in all ages and have always been considered as the engine of development. In the present age, when human beings have made extraordinary advances in science and technology, despite the role of technology in achieving economic and industrial development, not only the importance of human resources has not diminished, but also the issue of human resources as a creator and user of technology. Manpower is one of the most important elements of organizational

development and the realization of long-term and short-term goals of any institution. Strategic management in development programs considers the process of human resource development to have two components: selection and growth. In the first part, the required human resources are identified and in the second part, these resources are familiar with their task and are properly equipped to do it properly so that they can work in environments with changing conditions. In the human resource development process, these two components must be organized simultaneously. The most important element of any system is manpower that can lead the country towards development goals. The correct use of human resources as the most valuable and greatest wealth of any society as an important issue has always been considered by governments, in other words, it can be said that human beings are both the goal and the cause of development and the realization of development goals. It depends to a large extent on how this wealth and vital resource is managed. Before starting the process of human resource development, it is necessary to know the tasks of the organization and the specialties required to perform these tasks. To achieve this important goal, human resource planning is a serious need of any organization. In manpower planning, the first step is to recognize the current situation, bottlenecks and problems. The problem of manpower in the leather industry should be considered as the most important and fundamental problem and the lack of specialized and efficient manpower in production activities in comparison with the needs of various activities is a serious bottleneck of production and human resource development as a policy strategically emphasized.

The role of human resources in the development of leather industry infrastructure. The problem of human resources in the leather industry should be considered as the most important and fundamental problem. Cases such as weakness of production units in various aspects of employment, organization, management and lack of laws in these cases, lack of specialized staff in leather production, inexperience of existing staff, inability to attract specialized personnel in leather products, due to limitations in Organizational chart and low level of wages paid, restrictions of the country's employment laws on the payment of sufficient salaries and benefits to specialized staff and as a result of low recruitment of the private sector, the lack of executive organization in the relevant leather organizations.

1.2.9. MARKET CONDITION:

India's leather industry has grown drastically, transforming from a mere raw material supplier to a value-added product exporter.

- Total leather and leather products export from India stood at US\$ 5.07 billion in 2019-20.
- During April 2019 to March 2020, the major markets for Indian leather products were US (17.22%), Germany (11.98%), UK (10.43%), Italy (6.33%), and France (5.94%).
- The total leather and leather products export during April 2021 to August 2021 was US\$ 1.65 billion and for the month of August 2021 it was US\$ 385.87 million.
- The total leather and leather products export in FY21 was US\$ 3.30 billion and for the month of March 2021 it was US\$ 317.77 million.
- During April 2021 to July 2021, products exported include leather footwear component (US\$ 77.09 million), leather garments (US\$ 102.06 million), and leather goods (US\$ 357.81 million).
- In FY21, products exported include leather footwear component (US\$ 197.59 million), leather garments (US\$ 295.56 million), and leather goods (US\$ 944.31 million).
- In April 2021, export of leather and leather products stood at US\$ 289.57 million.
- Indian Footwear and Leather Development Programme (IFLDP) has been approved for continuation from 2021-22 with an approved financial outlay of INR 1700 crore.
- IFLDP aims at development of infrastructure for the leather sector, address environmental concerns specific to the leather sector, facilitate additional investments, employment generation and increase in production.
- **Sustainable Technology and Environmental Promotion (proposed outlay INR 500 crore):-** Special Purpose Vehicle constituted for each CETP would be provided assistance @ 80% of the total project cost for Northeastern Areas with industry's/beneficiary share to be 20% of the project cost and @ 70% of the total project cost for other areas with

industry's/beneficiary share to be 30% of the project cost with a limit of INR 200 crore.

- **Integrated Development of Leather Sector (IDLS) sub-scheme (proposed outlay INR 500 crore):-** Assistance would be provided to the sectoral units for their modernization/capacity expansion/technology up-gradation on or after 1st January 2020 @30% to MSME units and 20% to other units. Financial assistance is being proposed to North-Eastern Areas also @40% of cost of plant & machinery to MSME units and 30% of the same to other units with additional 5% financial assistance for the domestically manufactured plant and machinery.
- **Mega Leather Footwear and Accessories Clusters sub-scheme (proposed outlay INR 300 crore):-** The sub-scheme aims at world-class infrastructure and to integrate the production chain in a manner that caters to the business needs of the leather and footwear industry so as to cater to the domestic market and exports.
- The Department has approved the project for setting up of MLFAC at Calcutta Leather Complex, Bantala, Kolkata with project cost of INR 178.84 crore and Gol assistance of INR 89.42 crore. 'In-principle' approval has been accorded for the proposal for setting up of MLFAC at Ramaipur, Kanpur Nagar, Uttar Pradesh with tentative proposed cost of INR 451 crore. This is mainly for the establishment of Mega Leather Clusters to boost infrastructure facility and support services for production and export.
- **Human Resource Development (HRD) sub-scheme:** An assistance for Placement Linked Skill Development training to unemployed persons is provided - USD 230 per person, for skill up-gradation training to employed workers - USD 76 per employee and for training of trainers - USD 3,076 per person. The Footwear Design and Development Institute (FDDI) has established itself as the premier training institute for the provision of skilled manpower in the leather industry. It has 55 training centres across India including eight branches. Another 4 branches are being set up.
- Graded assistance is proposed to be provided @50% of the project cost or @70% of the project cost in Northeastern areas, for land development, core infrastructure, HRD and social infrastructure, production facilities including ready to use sheds with plug and play facility, R&D support and export

services excluding cost of land with maximum Government assistance being limited to INR 125 crore.

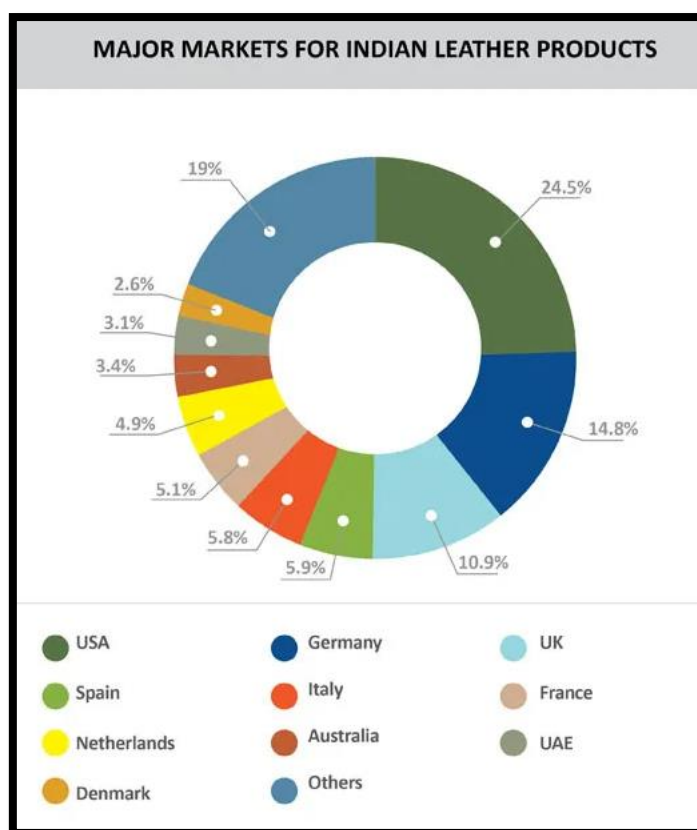
- During the period 2017-18 to 2019-20, primary skill development training has been provided to 3,24,722 unemployed persons and 2,60,880 trainees provided placement in leather & footwear sector. 12947 workers were provided skill upgradation training in 2019-20.
- Leather Technology, Innovation and Environmental sub-scheme: The help is provided for upgradation/installation of Common Effluent Treatment Plants (CETPs) @ 70% of the project cost. The sub-scheme also offers support to national level sectoral industry council/ association and support for preparation of vision document for Leather Footwear and Accessories Sector.
- Approval has been accorded for upgradation of twelve Common Effluent Treatment Plants (CETPs) at Dindigul, Ranipet, Ambur, Vaniyambadi, Vellore, Pallavaram, Trichy, Erode districts of Tamil Nadu, Jalandhar (Punjab) and Bantala (Kolkata). As on 15th February 2022, financial assistance amounting to INR 132 crore has been released in respect of ten CETP projects with total GOI assistance of INR 284 crore. INR 152 crore is the committed liability which would be released in the coming years.
- During the period 2017-18 to 2020-21, financial assistance amounting to INR 307.84 crore provided for modernization and technology up-gradation of 714 units in leather & footwear sector.
- Promotion of Indian Brands in Leather, Footwear and Accessories Sector sub-scheme (proposed outlay INR 100 crore):- The GoI assistance is proposed to be 50% of total project cost subject to limit of Rs 10 crore for each brand in next three year to promote 10 Indian brands in the International Market in 3 years.
- Additional Employment Incentive for Leather, Footwear and Accessories Sector scheme: Employers contribute 3.67% to employees provident fund for all working in the leather, footwear and accessories sector. The employees are enrolled in Employees' Provident Fund Organization (EPFO) for first 3 years of their employment.
- Development of Design Studios (proposed outlay INR 100 crore):- Assistance would be provided to develop 10 Indian design studio to

promote marketing/export linkages, facilitates buyer- seller meets, display designs to international buyers and work as interface for the trade fairs.

Design Studios will be kind of 'one-stop- shop' providing a wide range of services: design, technical support, quality control etc. Institutes like FDDI, CLRI, NID, NIFT, IBEF, IIFT or institutes of similar standing or any large units of the industry or group of industry would be the implementing agencies.

- As per the World Bank Doing Business 2020 report, India is ranked 63. Many initiatives under National Trade Facilitation Action Plan have upgraded the productivity of cross-border trade, reducing border and documentary compliance time for both exports and imports.
- The National Manufacturing Policy identifies leather as a special focus sector, for growth and employment generation. The policy aims at a GDP of 25% along with a creation of 100 mn jobs in all sectors by the year 2025.
- Presence of huge production centres in the form of Mega Leather Clusters (MLC) with all required infrastructure, where investors can set-up one of these MLCs.

Chart.1.2.Chart representing Major Markets for Indian Leather Products



Environmental issues coupled with raw hide bottlenecks over the past decade have also pushed the leather industry to the brink. Some leather goods manufacturers have even started importing finished leather from other countries, including Brazil, Pakistan and Bangladesh, to maintain their supply chain and hedge against occasional shutdown of tanneries. Also the ban on cattle sale for slaughter has hit the once-flourishing leather industry and its poorest employees. The major reason for this stagnation in exports has been the lack of competitiveness. Faced with strict labour regulations, low skilled workforce, high costs of technology and infrastructure and above all, a complex structure of taxes and tariffs, domestic manufacturers often find it difficult to compete in the international market. There is still no concrete action plan of the government to keep the industry afloat as it transitions to a more eco-friendly platform. The incentive package for leather exporters are set to be introduced amidst the new tax regime and it should aim at providing enough incentives for the leather manufacturers so as to offset distortions brought about by the rise in costs.

1.2.10. MARKET DEVELOPMENT

- The Council for Leather Exports (CLE) is an autonomous non-profit organisation, which is entrusted with export promotion activities and the development of the leather industry in India. About 3,500 companies manufacturing/exporting leather and leather products are members of the Council.
- The major markets for Indian Leather & Leather Products are USA with a share of 17.52%, Germany 13.08%, U.K 8.88%, Italy 6.75%, France 6.67%, Spain 4.18%, Netherlands 4.22%, U.A.E 2.17%, China 2.58%, Poland 2.34%, Belgium 2.17% and Australia 2.04%
- The Top 12 countries together accounts for nearly 72.15% of India's total leather & leather products export.
- The Indian Leather, Leather Products and Footwear Industry holds a prominent place in the Indian economy. This sector is known for its consistency in high export earnings and it is among the topten foreign exchange earners for the Country.

- The export of footwear, leather and leather products from India was to the tune of US \$ 3.68 billion during 2021 – 22.
- The industry is bestowed with an affluence of raw materials as India is endowed with 20% of world cattle & buffalo and 11% of world goat & sheep population. Added to this are the strengths of skilled manpower, innovative technology, increasing industry compliance to international environmental standards, and the dedicated support of the allied industries.
- The leather industry is an employment intensive sector, providing job to about 4.42 million people, mostly from the weaker sections of the society. Women employment is predominant in leather products sector with about 30% share.
- India is the second largest exporter of leather garments, third largest exporter of Saddlery & Harness and 4 largest exporter of Leather Goods in the world.
- The major production centers for footwear, leather and leather products in India are located in the States of Tamil Nadu – Chennai, Ambur, Ranipet, Vaniyambadi, Vellore, Pernambut, Trichy, Dindigul and Erode; West Bengal – Kolkata; Uttar Pradesh – Kanpur, Agra, Noida, Saharanpur; Maharashtra – Mumbai; Punjab – Jalandhar; Karnataka – Bengaluru; Telangana. Hyderabad; Haryana – Ambala, Gurgaon, Panchkula, Karnal and Faridabad; Delhi; Madhya Pradesh – Dewas; Kerala – Kozhikode and Ernakulam / Cochin; Rajasthan; Jaipur; Jammu & Kashmir; Srinagar.

Chart. 1.3. Chart representing Different Countries Market Developments

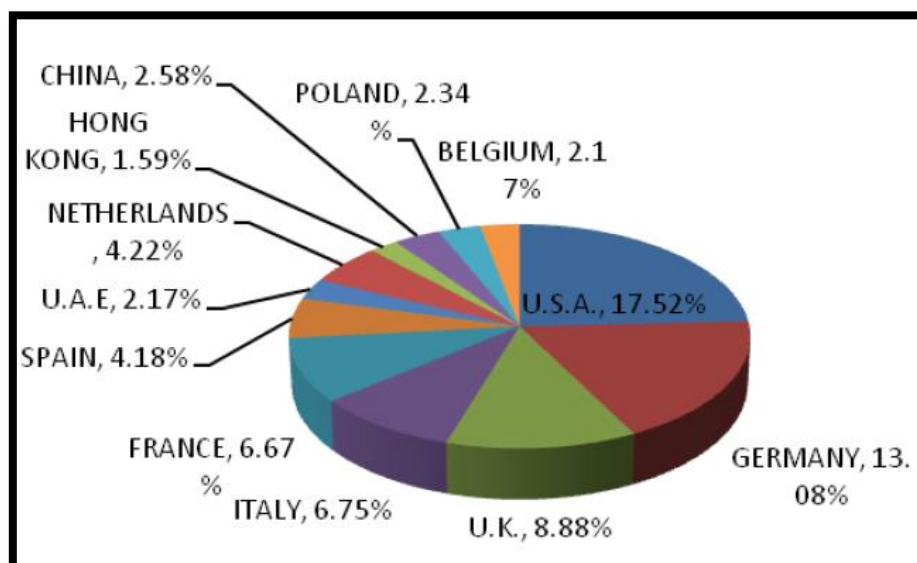


Table.1.5. Table indicating Different Countries Market Developments in Leather Industry

<u>COUNTRY</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>%Share of 2020-21</u>
USA	867.19	847.30	893.68	873.29	645.03	17.52%
Germany	657.37	684.41	659.18	607.44	481.44	13.08%
UK	606.18	616.41	597.30	528.84	326.98	8.88%
Italy	374.09	389.06	368.71	320.75	248.6	6.75%
France	287.74	326.38	323.02	301.07	245.42	6.67%
Spain	293.43	281.30	258.26	254.13	154.06	4.18%
U.A.E.	226.72	161.27	226.18	169.86	80.05	2.17%
Netherlands	169.00	196.98	194.43	178.68	155.42	4.22%
Hong Kong	265.60	248.07	190.31	109.16	58.48	1.59%
China	173.72	170.34	148.21	132.12	95.15	2.58%
Poland	101.06	144.47	115.02	106.78	86.26	2.34%
Belgium	104.90	114.80	114.09	112.16	80.02	2.17%
Somalia	94.12	58.82	102.24	57.94	42.42	1.15%
Vietnam	92.38	104.81	98.44	82.48	53.33	1.45%
Australia	82.66	91.16	95.36	85.15	74.95	2.04%
Portugal	67.61	68.62	68.77	58.38	44.45	1.21%
Denmark	77.22	69.35	67.39	68.36	61.24	1.66%
Korea Rep.	68.65	67.22	66.12	57.32	35.91	0.98%
Japan	63.87	71.42	65.53	59.48	45.69	1.24%
Russia	51.15	56.08	52.59	46.58	39.28	1.07%
South Africa	44.13	43.80	52.28	44.68	26.17	0.71%
Chile	41.85	44.90	48.87	39.97	31.92	0.87%
Malaysia	48.60	48.77	46.32	33.67	32.4	0.88%

Austria	27.86	46.26	43.82	46.00	27.72	0.75%
Canada	46.94	50.50	43.27	47.06	35.81	0.97%
Sweden	40.83	43.20	40.02	34.54	28.1	0.76%
Nigeria	20.29	24.75	37.53	19.26	12.79	0.35%
Indonesia	26.97	33.82	37.23	34.35	17.94	0.49%
Mexico	12.14	19.36	36.07	29.68	17.69	0.48%
Saudi Arabia	40.86	37.87	33.65	38.96	23.23	0.63%
Kenya	30.25	22.04	32.29	16.38	11.52	0.31%
Switzerland	24.83	30.37	31.41	37.17	29.5	0.80%
Slovak rep	31.48	36.44	26.61	20.29	14.48	0.39%
Hungary	28.23	24.65	24.31	20.04	20.9	0.57%
Thailand	19.82	19.82	20.20	16.99	14.92	0.41%
Bangladesh	34.98	27.59	19.84	20.42	13.51	0.37%
Finland	17.25	19.76	18.64	16.32	11.66	0.32%
Turkey	19.96	22.63	16.31	11.30	11.85	0.32%
Israel	13.24	15.87	15.86	17.13	13.46	0.37%
Cambodia	10.37	7.27	10.84	9.07	4.7	0.13%
Czech Republic	9.34	11.91	10.52	11.48	8.35	0.23%
Greece	10.16	10.28	10.46	9.61	8.25	0.22%
New Zealand	9.82	9.88	10.16	8.88	8.6	0.23%
Singapore	33.04	14.42	9.22	8.71	4.59	0.12%
Sudan	14.63	8.86	9.10	14.11	11	0.30%
Taiwan	8.97	8.07	8.44	5.84	4.38	0.12%
Norway	7.54	8.76	6.32	6.77	6.49	0.18%
Djibouti	11.19	8.56	6.28	3.94	3.13	0.09%
Others	209.98	249.40	261.02	221.90	161.09	4.38%
Total	5646.80	5740.97	5691.00	5070.55	3681.58	100.00%

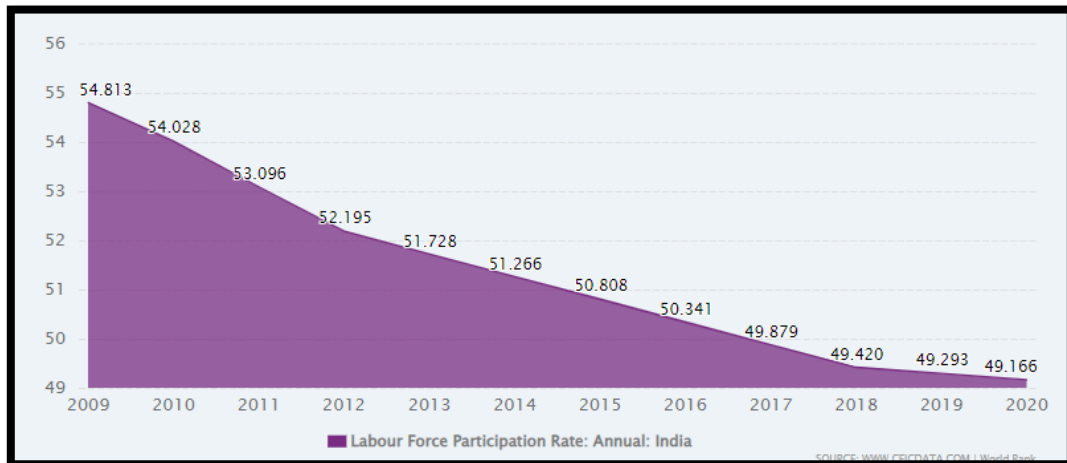
Source:
DGC&S

- **Tanning Sector** – Annual availability of leathers in India is about 3 billion sq.ft. India accounts for 13% of world leather production of leathers. Indian leather trends/colors are continuously being selected at the MOD EUROPE Congress.
- **Footwear Sector** – India is Second largest footwear producer after China, with Annual Production of 2.58 billion pairs (2021). India is also the second largest consumer of footwear after China, with a consumption of 2.60 billion pairs.
- Footwear (leather and non-leather) export accounts for about 45.62% share in Indian leather and footwear industry's export (2021-22).
- **Leather Garments Sector** – India is the second largest global exporter. Accounts for 8.03% share of India's total export from leather sector (2021-22).
- **Leather Goods & Accessories Sector** including Saddler & Harness – India is the fifth largest global exporter of Leather Goods & Accessories and third largest exporter of Saddler and Harness items.
- Indian Footwear, Leather & Accessories Development Programme (IFLADP), a special package for employment generation in the Leather and footwear industry has been launched in December 2017. The approved expenditure for this is USD 371 Mn from 2017-18 to 2019-20. Under the programme, 4 projects have been approved with a total outlay of USD 15 Mn. This is to facilitate upgradation of infrastructure, job creation and environmental sustainability in Tamil Nadu.
- In-principal approval for the mega leather cluster in West Bengal with employment potential for around 7000 people and an investment of up to USD 64 Mn. Under the scheme, a total of 9 projects for Common Effluent Treatment Plant up gradation, with a gross value of USD 67 Mn and government assistance of USD 46 Mn have already been approved and are under implementation.
- During 2017-18, primary skill development training has been provided to 94,231 unemployed persons in the Leather & footwear industry and of them, 71,125 trainees have been provided placement.

1.2.11. TYPES OF LABOUR FORCE

The labour force may be either low skilled as in manufacturing leather or highly skilled as in finance maintenance, human resource professionals.

Chart. 1.4. Chart representing Labor Force of Leather Industry



1.2.12. EXAMPLES OF INDUSTRY:

The following are some of the examples of Leather Industry,

1. FARIDA SHOES PVT LTD.
2. ARCOT SOLES PVT LTD.
3. DELTA SHOES PVT LTD.
4. INDIA SHOES EXPORTS PRIVATE LIMITED.
5. KENMORE SHOES PRIVATE LIMITED.
6. LEDER TRENDZ PRIVATE LIMITED
7. A M SHOES AND SOLES PRIVATE LIMITED
8. A S NISAR AHMED AND COMPANY LIMITED
9. A.J.LEATHERS PRIVATE LIMITED
- 10.A2DS SCHUH FABRIK PRIVATE LIMITED
- 11.AADIL - CUNIAL COMPONENTS INDIA PRIVATE LIMITED
- 12.ACCORD LEATHERS PRIVATE LIMITED
- 13.BOVIDA SHOES PRIVATE LIMITED
- 14.BULLMAN LEATHERS PRIVATE LIMITED
- 15.BUTLER LEATHER GOODS FACTORY INDIA PRIVATE LIMITED

16. C V K SHOES PVT LTD
17. CALCEUS FASHION PRIVATE LIMITED
18. CALF AND COW LEATHERS PRIVATE LIMITED
19. CALSEA FOOTWEAR PRIVATE LIMITED
20. C.ABDUL WAHID SHOES PRIVATE LIMITED
21. CHENNAI FOOTWEAR PRIVATE LIMITED
22. COROMANDEL LEATHERS PRIVATE LIMITED
23. DECCAN SHOE LAST PRIVATE LIMITED –
24. EASTERN CHROME TANNING CORPORATION PRIVATE LIMITED
25. FAISAL LEATHERS INDIA PRIVATE LIMITED
26. FALCON SHOES PRIVATE LIMITED
27. GLENDALE SHOES PRIVATE LIMITED –
28. GLOBAL LEATHERS PRIVATE LIMITED
29. HARIRAM LEATHER & CHEMICALS IMPEX PRIVATE LIMITED
30. HAWK LEATHER PRODUCTS PRIVATE LIMITED
31. INFINITI STAR FOOTWEAR PRIVATE LIMITED
32. INDOPEL INTERNATIONAL PRIVATE LIMITED
33. K K S K INDUSTRIES PRIVATE LIMITED
34. KARMA LEATHER PRODUCTS PRIVATE LIMITED
35. L.M. LEATHER EXPORTS PRIVATE LIMITED
36. LEATHER AIDS & AUXILIARIES PRIVATE LIMITED
37. MADRAS LEATHER CONSORTIUM PVT. LTD.
38. MAICO LEATHERS PRIVATE LIMITED
39. NEMESIS SHOES PRIVATE LIMITED
40. PELIKAN LEATHER PRODUCTS PRIVATE LIMITED
41. RANIPET LEATHER FINISHING PRIVATE LIMITED
42. RIBAMAR LEATHER PRIVATE LIMITED
43. SELATHAAR TANNING INDUSTRY PRIVATE LIMITED
44. SOUTHERN LEATHER WORKS PRIVATE LIMITED
45. UNIQUE LEATHERS AND CRAFTS PRIVATE LIMITED

46. TUFEX LEATHER AND ALLIED INDUSTRIES PRIVATE LIMITED
47. V M S SHOES PRIVATE LIMITED
48. WALKON FOOTWEAR INDIA PRIVATE LIMITED
49. ZAK LEATHER GARMENTS PRIVATE LIMITED
50. YATINPEX LEATHERS PRIVATE LIMITED

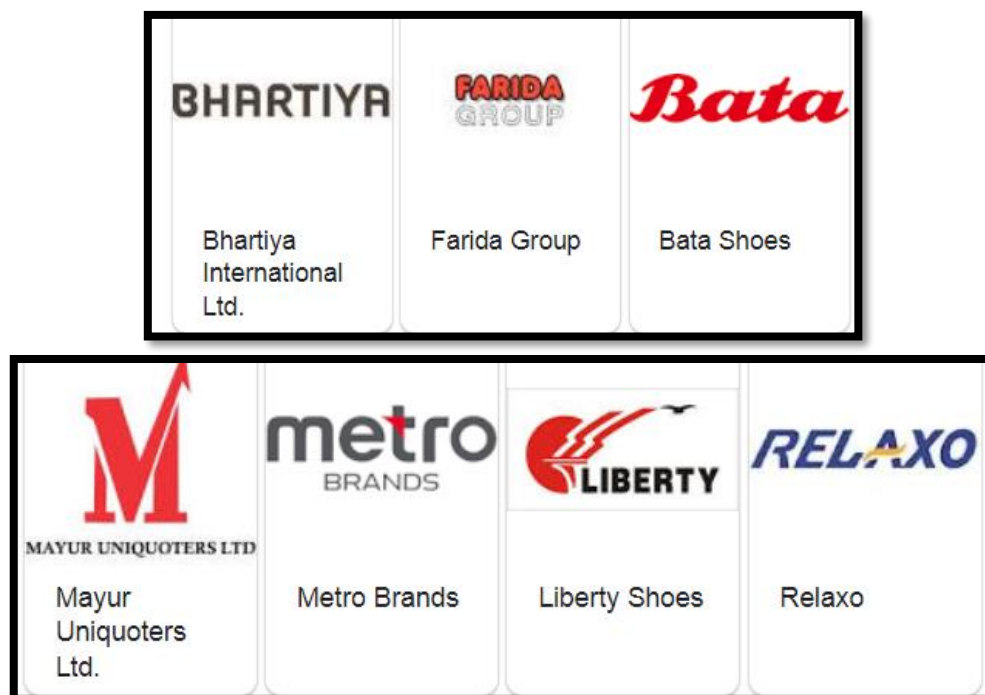


Fig.1.17. Figure Shows **Top Leather Brands**

Leather was the first clothing fabric over the past few decades. Leather is emerging as a hip look on the streets and in the office covering men or women, young or old from top to bottom. Thanks to a blend of nature and modern technology, the new look of leather is soft and supple. Leather has become a very specialized high fashion fabric that requires talented specialists to turn into a quality garment. The Government of India had identified the Leather & Footwear Sector as one of the 12 Focus Sectors where India can be a Global Supplier. With the implementation of various industrial developmental programmes as well as export promotional activities; and keeping in view the past performance, and industry's inherent strengths of skilled manpower, innovative technology, increasing industry compliance to international environmental standards, and dedicated support of the allied industries, the Indian leather industry aims to augment the production, thereby enhance export, and resultantly create additional employment opportunities.

1.3. COMPANY PROFILE:

K H Exports India Private Limited is an unlisted private company incorporated on 03 May 1985. It is classified as Non-govt company and is registered at Registrar of Companies, Chennai. Its authorized share capital is Rs. 96,000,000 and its paid up capital is Rs. 11,892,900. It is involved in Tanning and dressing of leather, manufacture of luggage, handbags, saddlery & harness. K H Exports India Private Limited's Annual General Meeting (AGM) was last held on 30 September 2021 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on-31ST, March, 2021. K H Exports India's operating revenues range is Over INR 500 cr for the financial year ending on 31 March, 2019. It's EBITDA has increased by 71.94 % over the previous year. At the same time, it's book network has increased by 11.85 %.

Directors of K H Exports India Private Limited are Khizar Hussain Malack, Mohamed Hashim Malack, Mohamed Faisal Malack, Malack Abdul Wahab, Malack Mohamed Ibrahim, Malack Zakir Hussain, Malack Ashraf Ali, Malack Mohamed Thameem. K H Exports India Private Limited's Corporate Identification Number is (CIN) U19129TN1985PTC011821 and its registration number is 11821. Its Email address is khgroups@khindia.com and its registered address is "KH" Centre, No.15/2 College Road, Nungambakkam Chennai Chennai TN 600006 IN. The company manufactures leather products. It offers leather jackets, bags, wallets, and other accessories. The last reported AGM (Annual General Meeting) of K H Exports India Private Limited, per our records, was held on 30 September, 2021. Also, as per our records, its last balance sheet was prepared for the period ending on 31 March, 2021.

KH Exports India private limited (KH GROUP) ranks among most diversified leather enterprises in India. The group has well integrated each a result of planned, strategic expansion – from raw hides to valued products. The group has a total labour strength of around 5,000 employees. The company follows high ethical standards, strict legal compliance, and has excellent, safe and healthy working environment. The company does not employ child labor in its operations. The principles and philosophies that govern the operations and business of KH Group are based on only law and regulations, but are also found on legality and

respect for the individual, a strong commitment to common sense, fairness, diversity and business practices with policies.

1.3.1.1.COMPANY DETAILS:

TABLE.1.6.Table indicating the Company Details

CIN	U19129TN1985PTC011821
COMPANY NAME	K H EXPORTS INDIA PRIVATE LIMITED
COMPANY STATUS	ACTIVE
RoC	CHENNAI
REGISTRATION NUMBER	11821
COMPANY CATEGORY	COMPANY LIMITED BY SHARES
COMPANY SUB CATEGORY	NON – GOVT COMPANY
CLASS OF COMPANY	PRIVATE
DATE OF INCORPORATION	03 – MAY -1985
AGE OF COMPANY	36 years, 11 month, 9 days
ACTIVITIES	Tanning and dressing of leather, manufacture of luggage handbags, saddlery & harness.
AUTHORIZED CAPITAL	INR 960 LAKHS
PAID UP CAPITAL	INR 118.929 LAKHS
INDUSTRY	LEATHER INDUSTRY
TYPE	UNLISTED COMPANY
ADDRESS	"KH" Centre, No.15/2 College Road, Nungambakkam,Chennai - 600006 Tamil Nadu – India

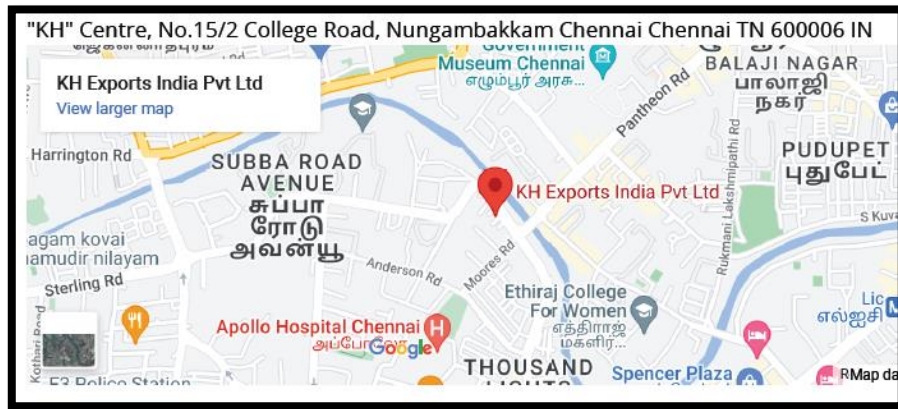


Fig.1.18. Figure Shows COMPANY MAP



Fig.1.19. Figure Shows **Company Logo**



Fig.1.20. Figure Shows **KH Exports India Private Limited Company**

1.3.1.2.TANNERY DIVISION:

It was Established in 1947. It has the most sophisticated tanneries in Asia, this tannery along with the other two tanneries of the group have a capacity to produce 40 million sqft of Finished Leather per annum from Buffcalf, Cowcalf, Goat, and Sheep leathers both with the vegetable and chrome tanning. The company also imports Wet-salted, Pickled Wet-blue Calf, Cow, Sheep and Goat skins from New Zealand, European and African countries. This tannery produces high quality finished leathers which are exported to USA, Europe and Far eastern countries. This tannery has been accredited with ISO 9001 and ISO 14001 . The company has been accredited with Gold rating by Leather Working Group (LWG).



Fig.1.21. Figure Shows KH Exports Tanning Division



Fig.1.22. Figure Shows KH Exports Tanning Division of Workers



Fig.1.23.Figure shows Tanning work done by workers



Fig.1.24.Figure shows Preserving Process



Fig.1.25. Figure shows Tanning Machine

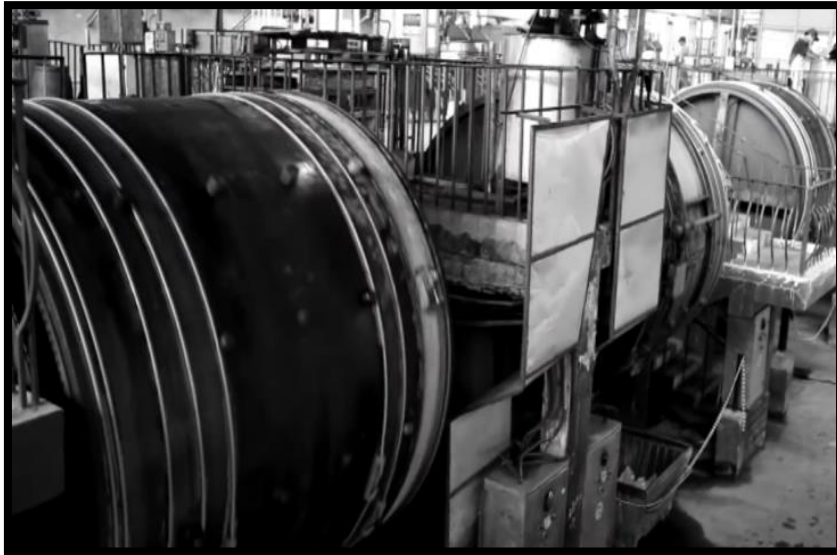


Fig.1.26.Figure shows Soaking Machine 1



Fig.1.27.Figure shows Soaking Machine 2

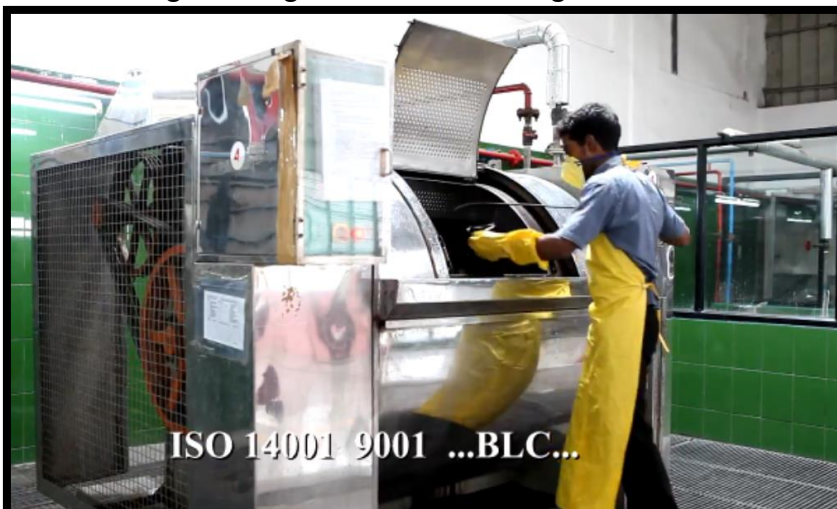


Fig.1.28.Figure shows Tanning – Fleshing Machine



Fig.1.29.Figure shows Liming Process



Fig.1.30.Figure showsSplitting Process



Fig.1.31.Figure shows Deliming Process



Fig.1.32.Figure shows arranging process



Fig.1.33.Figure shows Ironing Machine



Fig.1.34.Figure shows Bating Machine



Fig.1.35.Figure shows Tanning – Liming Machine



Fig.1.36.Figure shows Trimming Machine



Fig.1.37. Figure shows Pickling Process



Fig.1.38.Figure shows Samming Process



Fig.1.39. Figure shows Unhairing Process



Fig.1.40.Figure shows Drying Process

1.3.1.3.LEATHER GOODS DIVISION:

It was established in 1985 and specialises in the production of Wallets, Handbags, Belts and other small leather products. The Facility is unmatched in its production capabilities and design expertise. It has a built-up area of about 3,25,000 sq. ft. with an in-house Design studio capable to develop concepts in line with international trends and works on entire collections. The facility engages around 3,850 employees as of now. The Company sells its products to most famous brands of the world. The facility has a capacity to produce 900,000 bags, 3 million SLG and 1 million belts per annum. It has been accredited with ISO 9001, SA 8000:2014, ISO14001:2015 & also verified for its C-TPAT Supply Chain Security System by US Customs and Border Security Forces and by other Brands. The facility has been a Member in SAC (Sustainability Apparel Coalition of USA) for improvement in sustainability performance by using HIGG Index Tools for Self-Assessment of its Social & Environmental areas with transparency and thus serve as an accurate and reliable guide to create and develop cost effective and successful sustainability programs and for sharing information about the Company to source Supply Chain partners with exceptional credentials and thus resulting in streamlining the assessment processes for successful adoption of sustainability practices. Our HIGG Index Score under Social & Environmental Modules for the year 2016 jointly assessed by the Facility and the Buyer H&M may be viewed in the HIGG portal.



Fig.1.41.Figure shows Leather Goods Division



Fig.1.42. Figure shows 9,00,000 bags stitching by workers



Fig.1.43. Figure shows 3 million SLG's produced by workers



Fig.1.44. Figure shows 1 million belts produced by workers



Fig.1.45.Figure shows Manufacturing of Belts



Fig.1.46.Figure shows stitching of Bags



Fig.1.47.Figure shows segregating process



Fig.1.48.Figure shows Clutches of KH exports



Fig.1.49.Figure shows Bags & Belts of KH exports



Fig.1.50. Figure shows zips & pins of leather belts, purses



Fig.1.51. Figure shows Leather goods stitching machine



Fig.1.52. Figure shows Leather purse stitching by workers



Fig.1.53. Figure shows drying bags after producing



Fig.1.54.Figure shows Leather Goods weighing machine



Fig.1.55.Figure shows Leather goods designing process



Fig.1.56.Figure shows Frequency Machine

1.3.1.4. FOOTWEAR DIVISION:

The shoe factory manufactures premium quality shoes. The factory has a production capacity of 1.5 million pairs per annum. The high quality shoes produced here are sold to reputed brands of the world. The shoe factory, housed in about 325,000 sqft of space, has been accredited with ISO 9001. It produces high quality shoes, boots, and sandals both formal and casual for Men's and Women's. We have our own outsole manufacturing facility.



Fig.1.57.Figure shows Footwear Division



Fig.1.58.Figure shows workers in Footwear Division



Fig.1.59.Figure shows Designing Shoes



Fig.1.60.Figures shows process of footwear making



Fig.1.61. Figure shows Footwear making machine



Fig.1.62.Figure shows Footwear process



Fig.1.63.Figure shows Footwear heating process



Fig.1.64.Figure shows sizing of shoes in machine



Fig.1.65.Figure shows shoe heels making



Fig.1.66.Figure shows footwear moulding



Fig.1.67.Figure shows Final Products – Shoes



Fig.1.68.Figure shows stitching of shoes



Fig.1.69.Figure shows arranging of shoes



Fig.1.70.Figure shows plating of shoes



Fig.1.71.Figure shows bullets/buttons making



Fig.1.72.Figure shows footwear bottoms

1.3.1.5. GLOVE DIVISION:

It produces high fashion leather gloves. The factory has installed capacity to produce 1.5 million pairs of high fashion gloves per annum. We are selling our gloves to famous brands of the world. The factory has been accredited with ISO 9001-2008.



Fig.1.73.Figure shows Glove Division

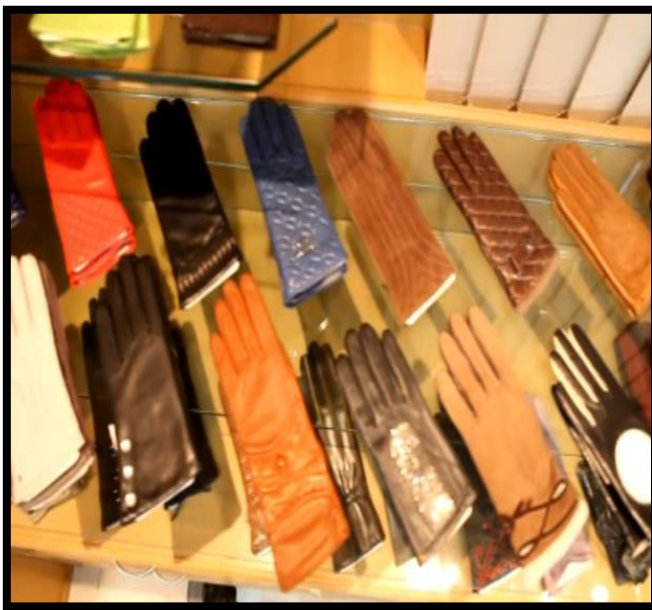


Fig.1.74. Figure shows final Glove process



Fig.1.75.Figure shows workers of glove division



Fig.1.76.Figure shows glove cutting process



Fig.1.77.Figure shows Glove making process

1.3.1.6.INTERNATIONAL LEATHER CRAFTS MAN DIVISION:

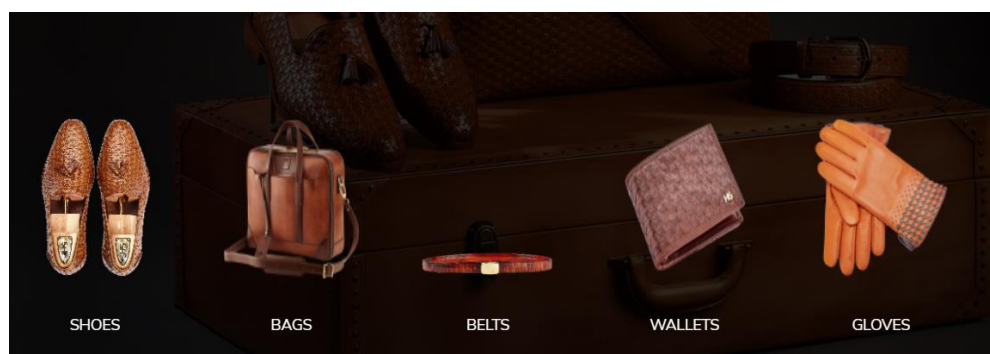


Fig.1.78.Figure shows International Leather Crafts

H&S Handmade Customised Leather Shoes and Products has a strong parentage in the 'KH Group', which is one of the most highly regarded leather enterprises in India and the world. The KH Group has an impeccable business record and a strong market presence with an effective workforce of over 5,000 employees.

There is a certain richness, colour, strength, texture and smell that pure leather has. The sheer joy of working with real leather has propelled us to become one of Asia's largest tanneries, successfully operating from the past 75 years and growing strong, if not stronger.

- Owing to its vast experience in handling leather and crafting leather products, top of the line international brands from all over the world trust the KH Group with manufacturing premium and luxury leather products on their behalf.
- Being able to maintain international styling and quality standards for others, the concept of H&S Customised Leather Shoes was initiated. H&S believes in creating premium leather products for India as the KH Group does for the rest of the world.

1.3.1.7.MISSION:

Being a global leader in the tanning industry, sustainability is the core of our business. Never do we stay static. We continuously commit ourselves to build a sustainable relationship with:

- A. **OUR CUSTOMERS** : We make every effort to continually innovate with the aim of exceeding customers' expectations in quality, consistency, and customer service while conserving the environment and resources in our leather-making process. Our KH Group eco-friendly leathers create added value for our customers. Armed with technological and management know-how, tanneries located in close proximity to customers' factories, strong R&D, and equipment ready for the 4.0 industry evolution, we continuously strive to reach beyond industry standards.
- B. **OUR ENVIRONMENT** : The KH Group defines a higher standard of corporate and environmental sustainability in the leather industry and designed to provide our customers' water, energy, and CO2 savings based on individual leather types. We are consciously fulfilling the legal obligations of environmental protection and social responsibility.
- C. **OUR COMMUNITY** : We strive to establish a culture of integrity and share our success with society through a number of programs including donations to the needy and supporting different NGOs. We believe that social development is interdependent with our long-term success.
- D. **OUR SHAREHOLDER** : We aim at performing at the highest level in order to optimize shareholder value.
- E. **OUR EMPLOYEES** : A comfortable working environment is insured while hygiene, safety, and good manufacturing practices are audited by third parties on a regular basis. While aligning our employees to work toward our corporate values, outstanding performance is rewarded, both financially and by increased career opportunities. It is our policy that all applicants for employment will be considered regardless of race, color, sex, religion, age, national origin, handicap, disability, veteran status, genetic or family history information or any other basis of discrimination made unlawful by applicable laws.
- F. **OUR SUPPLIERS** : In order to obtain the greatest transparency in our supply chain, we together with our suppliers are dedicated to full traceability, all the way back to the meat processing facility. This also allows our customers to ensure their leather sourcing adheres to the highest

standard of animal welfare, ethical and environmentally sustainable practices.

1.3.1.8.VISION:

To be the world's most sustainable leather manufacturer, driven by our commitment to the superior quality of products and services, while ensuring the lowest environmental footprint in our supply chain.

Leather Sellers Dictionary:

- People - are served to our best
- Passion - means reaching new heights
- Team - is our strength
- Winning - is our weakness
- Creativity - comes naturally to us
- Global - No boundaries
- Committed - we consider your interests personally
- Curiosity – We don't leave any stone unturned

1.3.1.9.LOCATION OF THE COMPANY:

The company is located at Nungambakkam. It has the following facilities.

A. SUPPLY OF THE LABOR:

Labor is one of the most important inputs in an industrial enterprises. This facility is available in the organization adequately: large numbers of local labors are available regularly near the company.

B. TRANSPORT FACILITIES:

Transport is very important for bringing raw material and this facility is also available to garment & glove factory in Nungambakkam is well connected with road transport system.



Fig.1.79.Figure shows transport facilities of KH exports

C. COMMUNICATION FACILITIES:

Similarly good communication facilities Like Internet, Postal, Tele Com and Fax, available which helps greatly towards the success of the organization.

D. INTEGRATION WITH THE GROUPS OF COMPANIES:

The area in which Nungambakkam the leather units is located is fully surrounded by so many tanneries, garment, gloves and shoes units. This company has great integration.

E. SUPPLY OF OPERATING POWER:

There is a continuous and adequate supply of power.

F. SUITABLE OF LAND AND CLIMATE:

The land is suitable for the production of leather and shoe similarly the climate condition i.e humidity temperature and others atmospheric conditions are also very much favourable for the production of finished leather and gloves.

G. AVAILABILITY OF RAW MATERIAL:

Raw Material are also adequately available.

H. AVAILABILITY OF OTHER SERVICE:

Good housing board facilities, Adequate numbers of shops, theatres, restaurants, local transport services, rail services and sufficient availability of water, gas, supply, drainage and disposal are also available.

1.3.1.10. PLANT LAYOUT:

Plant layout implies the physical arrangement of machines, equipment and other industrial facilities on the floor of factory in such a manner that they may be handled efficiently and effectively.

The plant layout of this company is so scientifically designed that it has the following characteristics.

1. Economic in material, handling from various process and easy handling of semi finished and finished goods.
2. Proper and efficient utilization of available floor space.
3. Provision of better supervision and control of operation.
4. To provide adequate safety to the workers from accident.
5. To suggest improvement in production and work methods.
6. Benefits to the workers:

- a) Lesser number of operation and material handling
- b) More labor productivity.
- c) More safety and security
- d) Better working condition resulting in improved efficiency.

7. In Manufacturing Cost:

- a) Maintenance and replacement cost are reduced.
- b) Loss due to waste and spoilage in minimized.
- c) Better cost control.

8. Production Control and supervision:

- a) Better and convenient facility
- b) Result in less inspection activities.
- c) Provides in less inspection activities.
- d) Cost and efforts in the supervision of the production process are minimized.

1.3.1.11. KH EXPORTS CSR ACTIVITIES:



Fig.1.80 Figure shows Rain water Harvesting



Fig.1.81. Figure shows KH commitment to Environment



Fig.1.82.Figure shows Solar water plant of KH Exports



Fig.1.83. Figure shows RO Plant of KH Exports



Fig.1.84. Figure shows Creche of KH Exports



Fig.1.85.Figure shows Medical room of KH Exports



Fig.1.86. Figure shows Mess of KH Exports



Fig.1.87. Figure shows Women workforce of KH Exports



Fig.1.88. Figure shows School of KH Exports



Fig.1.89. Figure shows Hospital of KH Exports

1.3.2.1. ORGANIZATION STRUCTURE:

The company has 8 directors and no reported key management personnel.

The longest serving directors currently on board are Malack Mohamed Thameem and Mohamed Hashim Malack who were appointed on 03 May, 1985. They have been on the board for more than 36 years. The most recently appointed directors are Mohamed Faisal Malack and Khizar Hussain Malack, who were appointed on 21 June, 2013.



Fig.1.90.Figure shows the Managing directors of KH exports

Malack Abdul Wahab has the largest number of other directorships with a seat at a total of 10 companies. In total, the company is connected to 10 other companies through its directors.

Table.1.7.Table indicating Director's details

Director Details				
DIN	Director Name	Designation	Appointment Date	
06361846	KHIZAR HUSSAIN MALACK (https://www.zaubacorp.com/director/KHIZAR-HUSSAIN-MALACK/06361846)	Wholetime Director	21 June 2013	View other directorships
00171543	MOHAMED HASHIM MALACK (https://www.zaubacorp.com/director/MOHAMED-HASHIM-MALACK/00171543)	Wholetime Director	03 May 1985	View other directorships
06361844	MOHAMED FAISAL MALACK (https://www.zaubacorp.com/director/MOHAMED-FAISAL-MALACK/06361844)	Wholetime Director	21 June 2013	View other directorships
00171379	MALACK ABDUL WAHAB (https://www.zaubacorp.com/director/MALACK-ABDUL-WAHAB/00171379)	Managing Director	16 March 1998	View other directorships
00170906	MALACK MOHAMED IBRAHIM (https://www.zaubacorp.com/director/MALACK-MOHAMED-IBRAHIM/00170906)	Wholetime Director	16 March 1998	View other directorships
00171191	MALACK ZAKIR HUSSAIN (https://www.zaubacorp.com/director/MALACK-ZAKIR-HUSSAIN/00171191)	Wholetime Director	16 March 1998	View other directorships
00171300	MALACK ASHRAF ALI (https://www.zaubacorp.com/director/MALACK-ASHRAF-ALI/00171300)	Wholetime Director	16 March 1998	View other directorships
00171443	MALACK MOHAMED THAMEEM (https://www.zaubacorp.com/director/MALACK-MOHAMED-THAMEEM/00171443)	Wholetime Director	03 May 1985	View other directorships

Chart.1.5. Chart representing Organization Structure

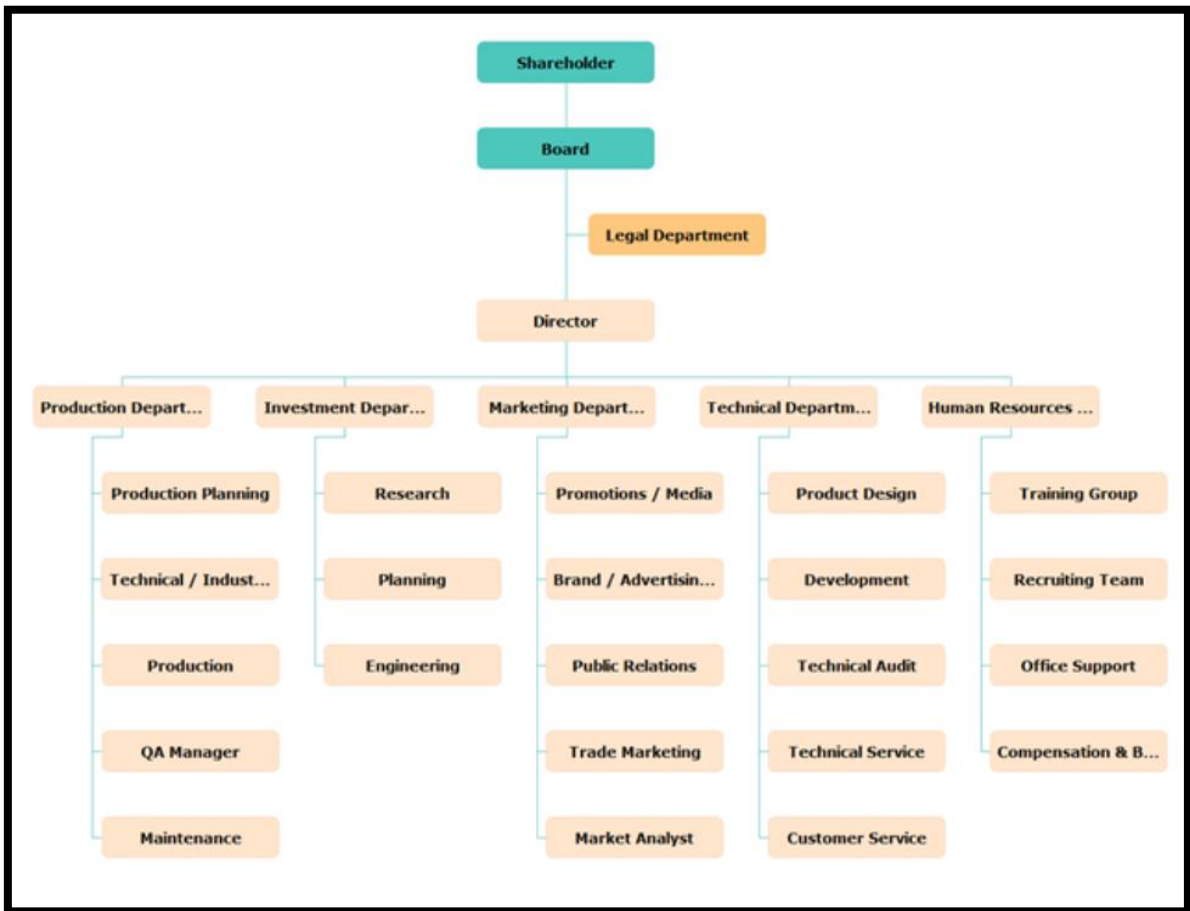


Fig.1.91. Figure shows KH Exports Employees

Recognitions:

The following authorities have recognized Leather Sellers

- Council for Leather Exports (been merited for commendable Export performance 1993-1994)
- Export House since 1988
- Member of Delhi Chamber of Commerce
- Member of Federation of Indian Exports Organization (FIEO)
- Member of Indo German Chamber of Commerce
- Member of U.P Leather Industries Association
- Member of Joint Director General of Foreign Trade (DGFT)
- Member of Small Scale Industries Unit (SSI)

1.3.DEPARTMENTAL ANALYSIS:

1.3.3.1.PRODUCTION DEPARTMENT:

Production is the functional area responsible for turning inputs into finished outputs through a series of production processes. The Production Manager is responsible for making sure that raw materials are provided and made into finished goods effectively. He must make sure that work is carried out smoothly, and must supervise procedures for making work more efficient and more enjoyable.

FIVE PRODUCTION SUB-FUNCTIONS

In a manufacturing company the production function may be split into five Sub functions:

- The production and planning department will set standards and targets for each section of the production process. The quantity and quality of products coming off a production line will be closely monitored. In businesses focusing on lean production, quality will be monitored by all employees at every stage of production, rather than at the end as is the case for businesses.
- The purchasing department will be responsible for providing the materials, components and equipment required to keep the production process running smoothly.
- The stores department will be responsible for stocking all the necessary tools, spares, raw materials and equipment required to service the manufacturing process. Where sourcing is unreliable, buffer stocks will need to be kept and the use of computerized stock control systems helps

keep stocks at a minimal but necessary level for production to continue unhindered.

- The design and technical support department will be responsible for researching new products or modifications to existing ones, estimating costs for producing in different quantities and by using different methods. It will also be responsible for the design and testing of new product processes and product types, together with the development of prototypes.
- The works department will be concerned with the manufacture of products. This will include the maintenance of the production line and other necessary repairs. The works department may also have responsibility for quality control. A key aspect of modern production is ensuring quality. The term quality means fitness for purpose i.e. a product, process or service should do exactly what is expected of it.

1.3.3.2.PRODUCTION PROCESS:

The leather manufacturing process is divided into three fundamental sub processes:Pre Tanning stages, tanning, and Post Tanning. All true leathers will undergo these sub-processes. A further sub-process, surface coating, can be added into the leather process sequence, but not all leathers receive surface treatment. Since many types of leather exist, it is difficult to create a list of operations that all leathers must undergo. Its Initially Divided Into Three Stages They Are

- First Stages - Pre Tanning.
- Second Stages - Tanning.
- Final Stages - Post Tanning.

1st Stages

PRE TANNING :

The Pre Tanning stages are when the hide/skin is prepared for tanning. During the preparatory stages many of the unwanted raw skin components are removed. Many options for pretreatment of the skin exist. Not all of the options may be performed.



Fig.1.3.1.Figure showing Pre Tanning process

Preparatory stages may include,

A. PRESERVATION:

- The natural fibers of leather will break down with the passage of time. Acidic leathers are particularly vulnerable to red rot, which causes powdering of the surface and a change in consistency. Damage from red rot is aggravated by high temperatures and relative humidities and is irreversible.
- Exposure to long periods of low relative humidities (below 40%) can cause leather to become desiccated, irreversibly changing the fibrous structure of the leather.
- Various treatments are available such as conditioners, but these are not recommended by conservators since they impregnate the structure of the leather artifact with active chemicals, are sticky, and attract stains.



Fig.1.3.2.Figure shows Preservation of Leather

B. SOAKING:

Water for purposes of washing or rehydration is reintroduced.



Fig.1.3.3.Figure shows Soaking process

C. LIMING:

In Liming for parchment or leather processing, the hides are soaked in an alkali solution by a drum/paddle or pit-based operation where four main objectives are met. The objectives are :

- Removal of interfibrillary proteins.
- Removal of Keratin proteins.
- Collagen swelling due to the alkaline pH.
- Collagen fiber bundle splitting.
- Liming operations of cattle hides usually last 18 hours and are generally associated with the alkaline phase of beam house operations.
- Unwanted proteins and "opening up" is achieved.



Fig.1.3.4.Figure shows Liming Machine

D. UNHAIRING – the majority of hair is removed.

In the tanning industry the un hairing stage concerns the removal of animal hair from the skin by chemical burning of the hair root, or by chemical degradation of the hair shaft. The type of hair removal depends on the type and length of the hair itself. Two main groupings of hair removal exist: painting and drum/paddle/pit un hairing. Sheepskins—or animals with long hair (e.g. wool)—use the painting method to remove the hair from the follicle. Animals with shorter hair (e.g. cattle hides) can have their hair removed in a process vessel.

- Historically, scalding and singeing were other methods used to remove hair from hides. These methods are still used today to some extent, in hides not destined to be used for leather.
- The chemicals used for unhairing are numerous. Traditionally, alkalis such as lime (calcium hydroxide) or soda ash (sodium carbonate) were used. These treatments were lengthy and the hair retention was usually high. This meant a manual scraping of the hair from the follicle was required. It is now known that lime (an alkali with a low solubility) and weak alkalis cause an immunization (to the action of chemicals) of the keratin.
- To increase the speed of unhairing and to lower hair retention rates, sharpening agents are added. The most common is sodium sulfide. Sodium sulfide, at pH values greater than 11.5, break the disulfide bridges of cystine (found in keratin) and result in the collapse of the hair or loosening of the hair resulting in depilation. Excessive sharpening agent result in hair pulping. Controlled exposure of sharpening agent, or other alkali, to the hair will result in hair-save unhairing (during which the hair can be removed intact from the process vessel).

E. FLESHING

Subcutaneous material is removed.

F. SPLITTING

The hide/skin is cut into two or more horizontal layers.

G. RELIMING

The hide/skin is further treated to achieve more "opening up" or more protein removal.

H. DELIMING

Liming and un hairing chemicals are removed from the pelt.

I. BATING

Proteolytic proteins are introduced to the skin to remove further proteins and to assist with softening of the pelt.

J. DEGREASING

Natural fats/oils are stripped or as much as is possible from the hide/skin.



Fig.1.3.5.Figure shows degreasing Process

K. PICKLING

Lowering of the pH value to the acidic region. Must be done in the presence of salts. Pickling is normally done to help with the penetration of certain tanning agents, e.g., chromium (and other metals), aldehydic and some polymeric tanning agents.



Fig.1.3.6.Figure shows Pickling Process

2nd Stages

TANNING:

Tanning is the process that converts the protein of the raw hide or skin into a stable material which will not putrefy and is suitable for a wide variety of end applications. The principal difference between raw hides and tanned hides is that raw hides dry out to form a hard inflexible material that can putrefy when re-wetted (wetted back), while tanned material dries out to a flexible form that does not become putrid when wetted back. A large number of different tanning methods and materials can be used; the choice is ultimately dependent on the end application of the leather. The most commonly used tanning material is chromium, which leaves the leather, once tanned, a pale blue colour (due to the chromium), this product is commonly called “wet blue”. The acidity of hides once they have finished pickling will typically be between pH of 2.8-3.2. At this point the hides are loaded in a drum and immersed in a float containing the tanning liquor. The hides are allowed to soak (while the drum slowly rotates about its axle) and the tanning liquor slowly penetrates through the full substance of the hide. Regular checks will be made to see the penetration by cutting the cross section of a hide and observing the degree of penetration. Once an even degree of penetration is observed, the pH of the float is slowly raised in a process called basification. This basification process fixes the tanning material to the leather, and the more tanning material fixed, the higher the hydrothermal stability and increased shrinkage temperature resistance of the leather. The pH of the leather when chrome tanned would typically finish somewhere between 3.8 to 4,

Preparatory steps prior to tanning:

Preparing hides begins by curing them with salt. Curing is employed to prevent putrefaction of the protein substance (collagen) from bacterial growth during the time lag that might occur from procuring the hide to when it is processed. Curing removes excess water from the hides and skins using a difference in osmotic pressure. The moisture content of hides and skins gets greatly reduced. In wet-salting, the hides are heavily salted, then pressed into packs for about 30 days. In brine-curing the hides are agitated in a salt water bath for about 16 hours. Generally speaking, curing substantially reduces the chance of spoilage by bacteria. Curing can also be done by preserving the hides and skins at a very low

temperature. In a process known as soaking, the hides are then soaked in clean water to remove the salt and increase the moisture so that the hide or skin can be further treated.

Liming process of hides and skins After soaking, the hides and skins are taken for liming: treatment with milk of lime (a basic agent) that may involve the addition of "sharpening agents" (disulfide reducing agents) like sodium sulfide, cyanides, amines etc. The objectives of this operation are mainly to:

- Remove the hairs, nails and other keratinous matter.
- Remove some of the inter fibrillary soluble proteins like mucins.
- Swell up and split up the fibers to the desired extent.
- Remove the natural grease and fats to some extent.
- Bring the collagen in the hide to a proper condition for satisfactory tannage.

The weakening of hair is dependent on the breakdown of the disulfide link of the amino acid called cystine, which is the characteristic of the keratin class of protein that gives strength to hair and wools(keratin typically makes up 90% of the dry weight of hair). The hydrogen atoms supplied by the sharpening agent weaken the casting - cytosine molecular link, and the covalent disulfide bond links are ruptured, which weakens the keratin.

To some extent, sharpening also contributes to "un hairing," as it tends to break down the hair proteins. The iso electric point of the collagen in the hide (this is a tissue strengthening protein unrelated to keratin) is also shifted to around 4.7 due to liming, which is an acidic type of tan age. Un hairing agents used during liming are: Sodium sulfide, sodium hydroxide, sodium hydrosulfite, , calcium hydrosulfide, dimethyl amine, and Sodium sulfhydrate. The majority of hair is then removed mechanically, initially with a machine and then by hand using a dull knife, a process known as scudding.

Depending on the end use of the leather, hides may be treated with enzymes to soften them in a process called "bating." But before bating, the pH of the collagen is brought down to a lower level so that enzymes may act on it. This process is known as "deliming."

Once bating is complete, the hides and skins are treated with a mixture of common (table) salt and sulfuric acid, in case a mineral tanning is to be done. This is done to bring down the pH of collagen to a very low level so as to facilitate the penetration of mineral tanning agent into the substance. This process is known as "pickling." The common salt (sodium chloride) penetrates the hide twice as fast as the acid and checks the ill effect of sudden drop of pH.

1.3.3.3.TYPES OF TANNING:

A. Chrome Tanning :

Its is invented in 1858, is tanned using chromium sulfate and other salts of chromium. It is more supple and pliable than vegetable-tanned leather, and does not discolor or lose shape as drastically in water as vegetable-tanned. It is also known as wet-blue for its color derived from the chromium. More esoteric colors are possible using chrome tanning.



Fig.1.3.7.Figure shows Chrome Tanning

B. Vegetable Tanning.

Vegetable tanning uses tannin (this is the origin of the name of the process). The tannins (a class of polyphenol astringent chemical) occur naturally in the bark and leaves of many plants. Tannins bind to the collagen proteins in the hide and coat them causing them to become less water-soluble, and more resistant to bacterial attack. The process also causes the hide to become more flexible. The primary barks, processed in Bark Mills and used in modern times are chestnut, oak, redoul, tanoak, hemlock, quebracho, mangrove, wattle (acacia; see catechu), and my robalan. Hides are stretched on frames and immersed for several weeks in vats of increasing concentrations of tannin. Vegetable tanned hide is flexible and is used for luggage and furniture.



Fig.1.3.8.Figure shows Vegetable Tanning

C. Aluminium Tanning:

Tawing is a method that uses alum and aluminium salts, generally in conjunction with other products such as egg yolk, flour, and other salts. The leather becomes tawed by soaking in a warm potash alum and salts solution, between 20°C and 30°C. The process increases the leather's pliability, stretchability, softness, and quality. Adding egg yolk and flour to the standard soaking solution further enhances its fine handling characteristics. Then, the leather is air dried ("crusted") for several weeks, which allows it to stabilize. Tawing is traditionally used on pigskins and goatskins to create the whitest colors. However, exposure and aging may cause slight yellowing over time and, if it remains in a wet condition, tawed leather will suffer from decay. Technically, tawing is not tanning. Depending on the finish desired, the hide may be waxed, rolled, lubricated, injected with oil, split, shaved and, of course, dyed. Suedes, nubucks etc. are finished by raising the nap of the leather by rolling with a rough surface.

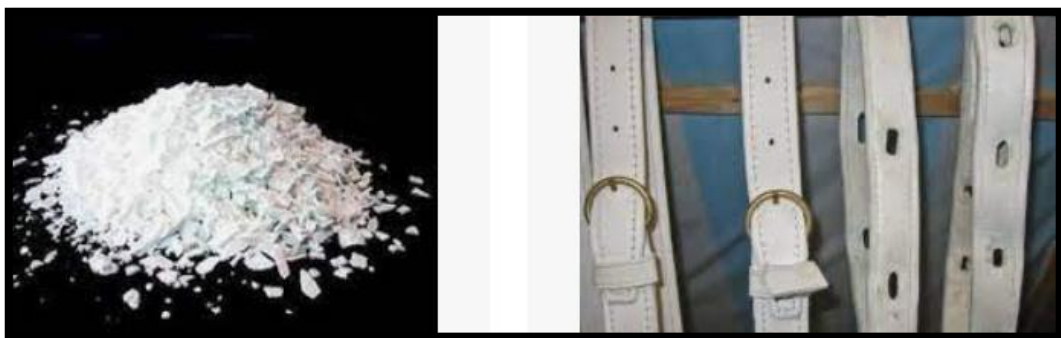


Fig.1.3.9.Figure shows Aluminium Tanning

The first stage is the preparation for tanning. The second stage is the actual tanning and other chemical treatment. The third stage, known as retanning, applies retanning agents and dyes to the material to provide the physical strength

and properties desired depending on the end product. The fourth and final stage, known as finishing, is used to apply finishing material to the surface or finish the surface without the application of any chemicals if so desired.

1.3.3.4.FINISHING PRODUCTION PROCESS:

For some leathers a surface coating is applied. Tanners refer to this as finishing.

Finishing operations may include:

A. Oiling:

Oiling is a process whereby leather is hand coated (usually by brush or tampon) with either a raw (un-emulsified) oil or a combination of raw oil, blended with emulsified oils and a penetrating aid. Hand oils can include fragrant oils that help with the smell associated with the leather, e.g., Pine Oil. Hand oils commonly consist of sulfated vegetable oils, e.g. sulfated castor oil. Oiling provides the leather with lubrication and allows it to flex repeatedly without cracking. Leather fibres that are dry and un-lubricated break very easily. Oiling does impart colour and an element of water resistance. Oiling would normally be performed on full grain aniline leathers. The most common type of leather oiled is vegetable tanned leather.



Fig.1.3.10.Figure shows Oiling process

B. Padding :

The padding clears an area around the content (inside the border) of an element. The padding is affected by the background color of the element. The top, right, bottom, and left padding can be changed independently using separate properties. A shorthand padding property can also be used, to change all paddings at once.



Fig.1.3.11.Figure shows padding process

C. Buffing:

Leather from which the top surface has been removed by abrasion. Often known as suede.

- Pigment: Its color solution that are applied on the top of skin.
- Dye solution : Its is another type of color solution.it depends on the article.
- Laker: It's a chemical solution that fixing color.
- Curtain coating is a premetered method, which means that the amount of liquid required is supplying from the tank to the screen in order to be deposited on the substrate.



Fig.1.3.12.Figure shows Buffing Process

D. Polishing :

Polishing is the process of creating a smooth and shiny surface by rubbing it or using a chemical action, leaving a surface with a significant specular reflection (still limited by the index of refraction of the material according to the Fresnel equations.).In some materials (such as metals, glasses, black or transparent stones) polishing is also able to reduce diffuse reflection to minimal values. When an unpolished surface is magnified thousands of times, it usually looks like mountains and valleys. By repeated abrasion, those "mountains" are worn down until they are flat or just small "hills." The process of polishing with abrasives starts with coarse ones and graduates to fine ones. Polishing with very fine abrasive differs physically from coarser abrasion, in that material is removed on a molecular

level, so that the rate is correlated to the boiling point rather than to the melting point of the material being polished.



Fig.1.3.13.Figure shows Polishing Process

E. Plating :

Plating is a surface covering in which a metal is deposited on a conductive surface. Plating has been done for hundreds of years, but it is also critical for modern technology. Plating is used to decorate objects, for corrosion inhibition, to improve solderability, to harden, to improve wearability, to reduce friction, to improve paint adhesion, to alter conductivity, for radiation shielding, and for other purposes.



Fig.1.3.14.Figure shows Plating Process

F. EMBROSSING :

Embossing is typically accomplished by applying heat and pressure with male and female dies, usually made of copper or brass, that fit together and squeeze the fibers of the substrate. The combination of pressure and heat raises the level of the image higher than the substrate, while "ironing" it to make it smooth. In printing this is accomplished on a letterpress. The most common machines are the Kluge Letterpress and the Heidelberg Letterpress. Most types of paper can be embossed, and size is not normally a consideration. Embossing without ink, so that the image is raised but not colored, is called "blind embossing." Embossing used in conjunction with ink, so that the raised area is colored, is called "color register embossing." Embossing used in conjunction with foil stamping is called

"combination stamping" or "combo stamping." Embossing involves a separate stage in the production process, after any varnishing and laminating. It requires a separate press run, and is priced accordingly. In addition to being used as a design element, embossing can be used to improve the performance of paper products like napkins, diapers, and tissue paper.



Fig.1.3.15.Figure shows Embossed purse

G. Ironing:

Ironing is the use of a heated tool (an iron) to remove wrinkles from fabric. The heating is commonly done to a temperature of 180-220 °Celsius, depending on the fabric.[1] Ironing works by loosening the bonds between the long chain polymer molecules in the fibers of the material. While the molecules are hot, the fibers are straightened by the weight of the iron, and they hold their new shape as they cool. Some fabrics, such as cotton, require the addition of water to loosen the intermolecular bonds. Many modern fabrics (developed in or after the mid-twentieth century) are advertised as needing little or no ironing. Permanent press clothing was developed to reduce the ironing necessary by combining wrinkle-resistant polyester with cotton.

Its final stage of production where every skin are to be measure in decimeter.(dcm). Production department works under instruction of managing director of the company.

Initially the process of leather skin that is raw material should follow the 1st stages. In that its conversion raw material to wetblue. (works in progress). In 2nd stages wetblue to crust. (semi finished goods). this semi finished goods can be sell in the local market based on measurement of skin in terms of dcm.(deci metre) per rate. Or the crust can be used for finishing stages. The chief technician will recive a shade card. It's a instruction from managing director about the article.

Chart 1.6. Chart representing the Process of Tanning Leather

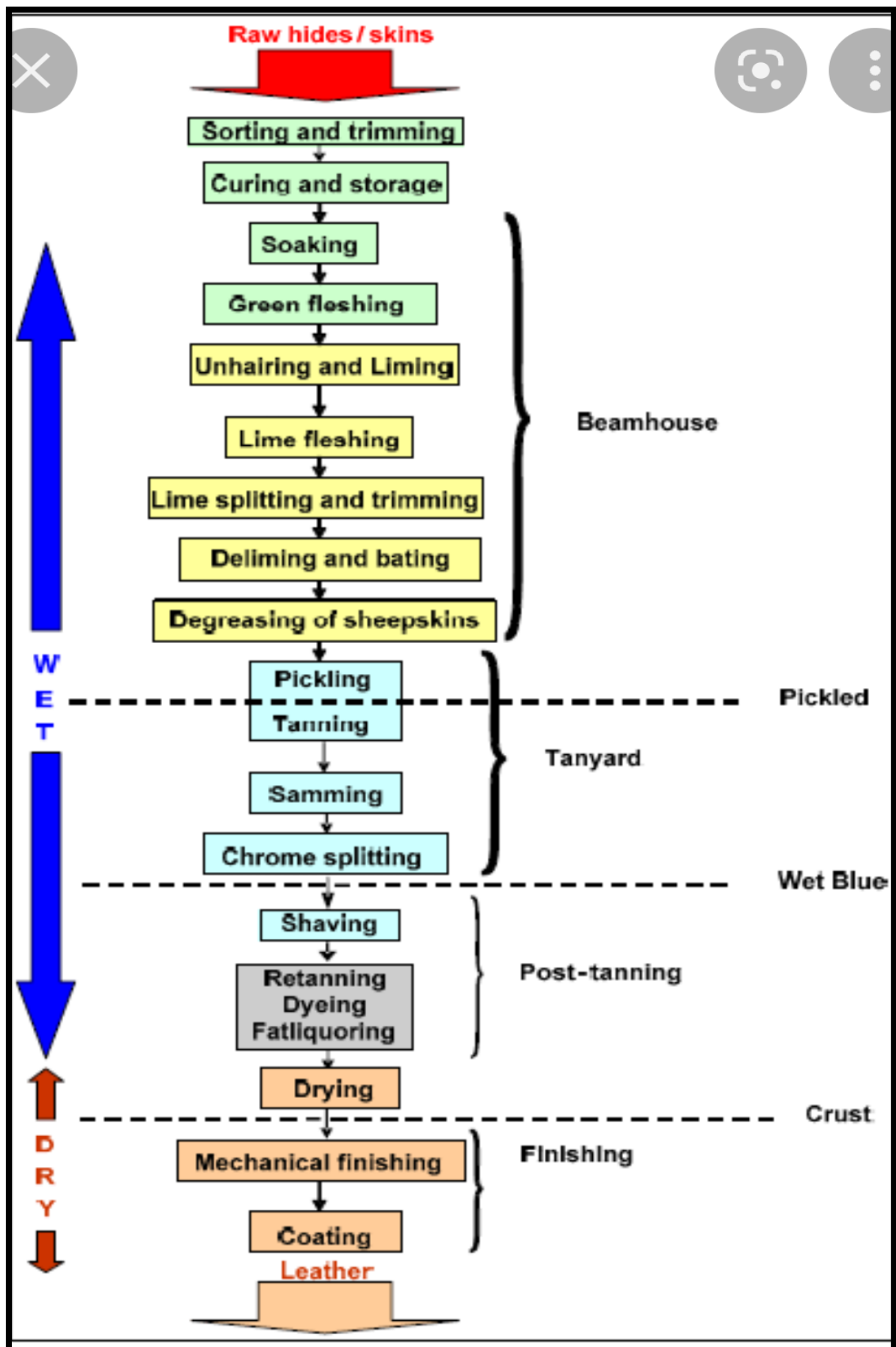


Chart 1.7. Chart representing the Process of Leather Bag

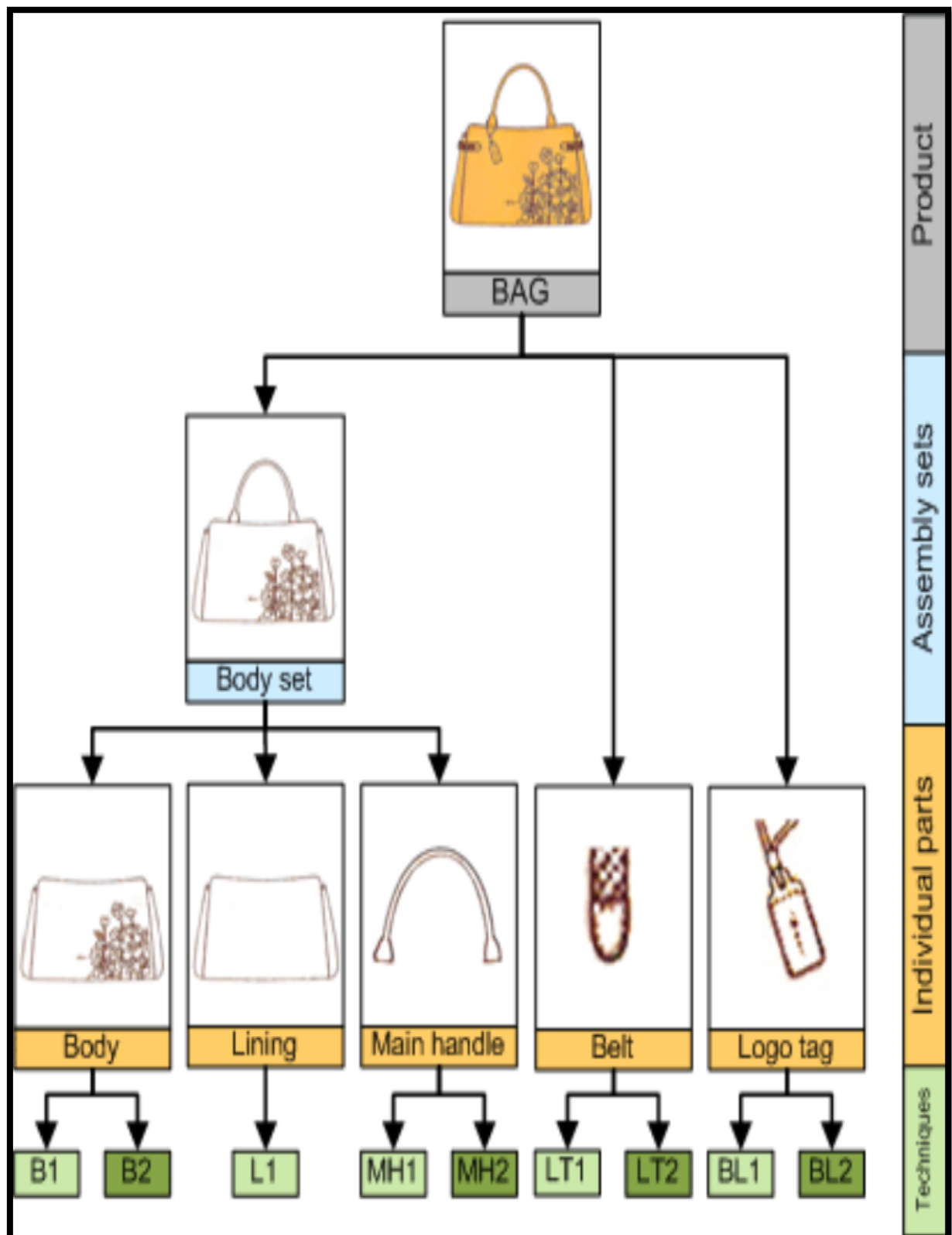


Chart 1.8. Chart representing the Process of Leather Footwear

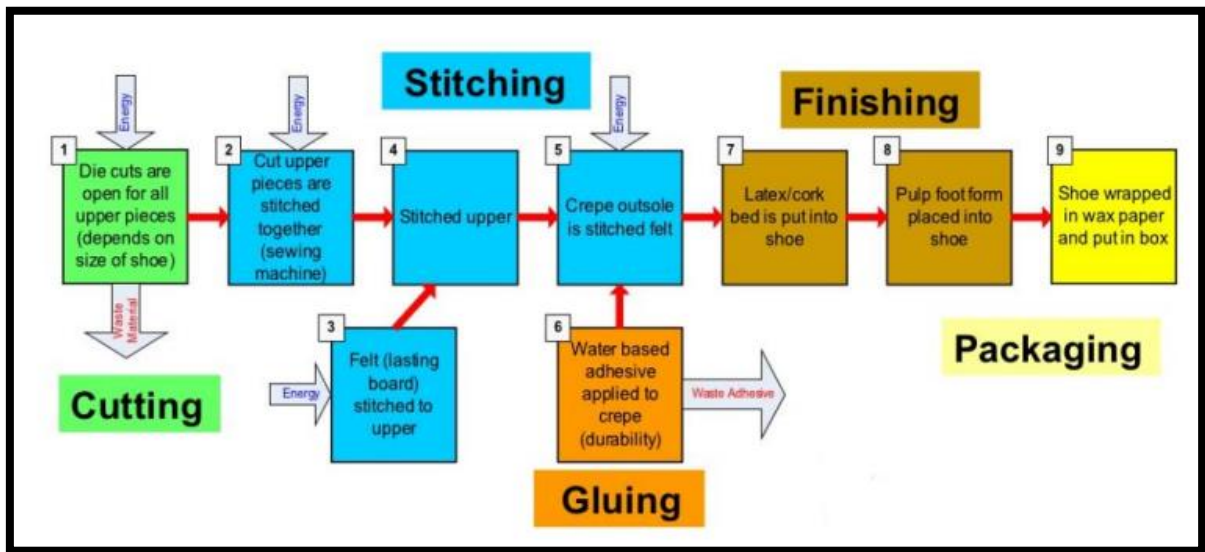
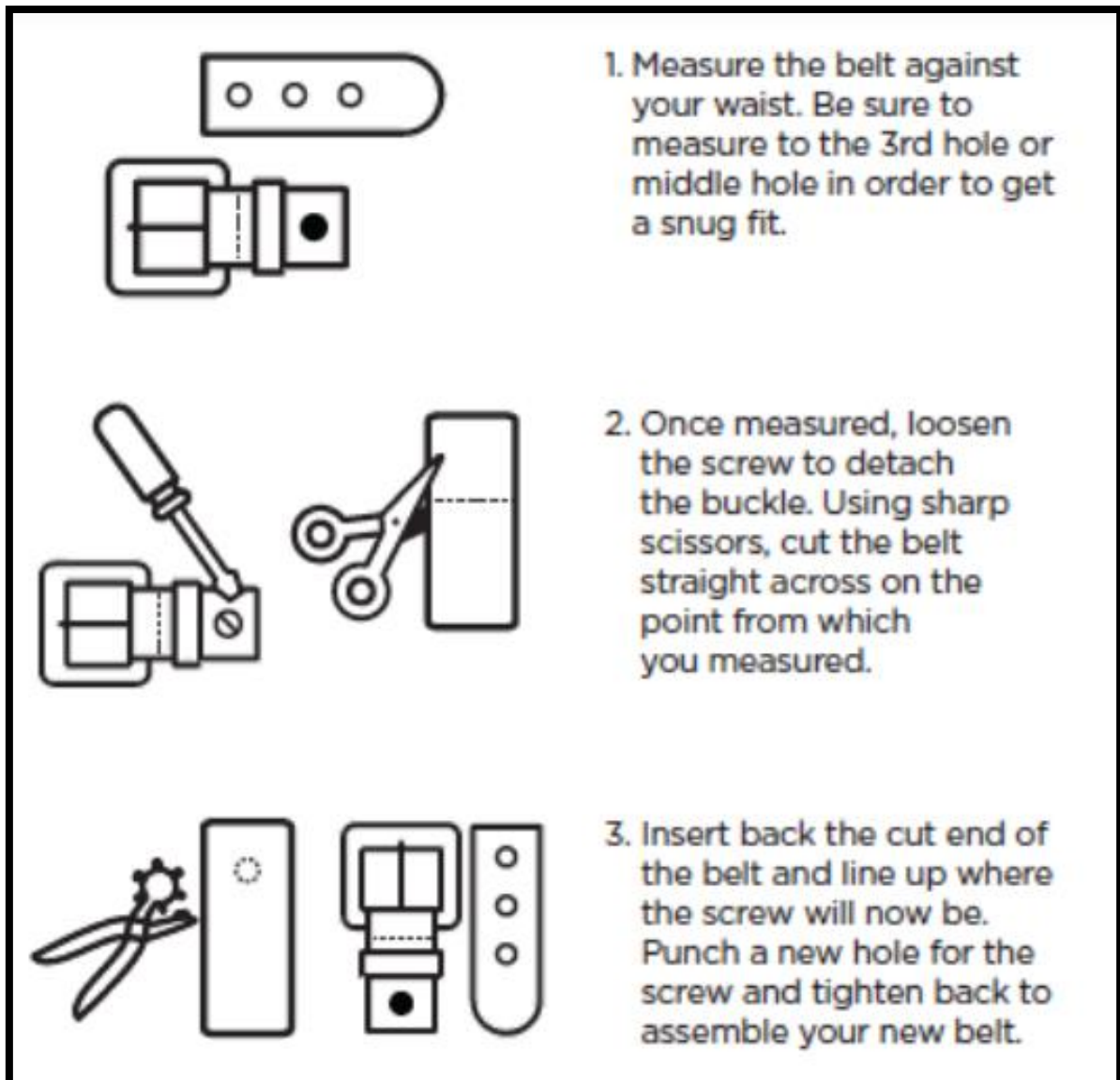


Chart 1.9. Chart representing the Process of Leather Belt



. 1.3.3.5. MACHINES & INSTRUMENTS USED IN PROCESS:

- Sewing Machine
- Automatic Dring machine
- Edge Drying Colour Machine
- Automatic Glwing Machine
- High Post bed Machine 300/420
- Cylinder bed machine 669 EOS
- X- acaton knife or Industrial knife
- Shears or strong sharp sciss-ors.
- Adjustable V-Gouge
- Manual punch, or Raring Punch
- Awl.
- Mallet
- Quant Slabard pun do board.



Fig.1.3.16. Figure shows Sewing Machine

1.3.3.6.QUALITY TESTING:

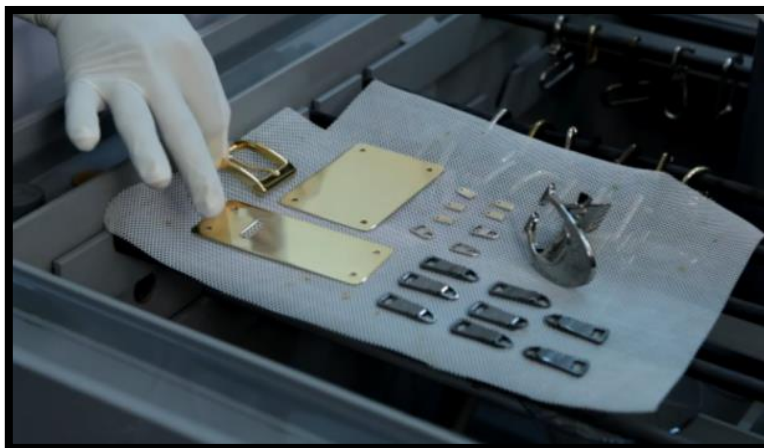


Fig.1.3.17.Figure shows Quality Testing



Fig.1.3.18 Figure shows Quality Testing Machine



Fig.1.3.19. Figure shows Inspection Room



Fig.1.3.20. Figure shows Testing Instrument

1.3.4.1. MARKETING DEPARTMENT:

The process of promoting and selling a product to consumer. Product marketing, as opposed to product management, deals with more outbound marketing or customer-facing tasks (in the older sense of the phrase). For example, product management deals with the basics of product development within a firm, whereas product marketing deals with marketing the product to prospects, customers, and others.

Pricing - The process whereby a business sets the price at which it will sell its products and services, and may be part of the business's marketing plan. In setting prices, the business will take into account the price at which it could acquire the goods, the manufacturing cost, the market place, competition, market condition, brand, and quality of product.

The 4Ps are:

- Product (or Service).
- Place.
- Price.
- Promotion.

1.3.4.2. 4 P'S OF MARKETING:

Identification, selection and development of a product, Determination of its Price Selection of a distribution channel to reach the customer's Place and Development and implementation of Promotional strategy.



Fig.1.3.21.Figure shows Marketing Department

PRODUCT:

- Design
- Technology
- Features
- Quality
- Branding
- Convenience
- Accessories
- Warranties

PRICE:

- Skimming
- Penetration
- Cost - plus
- Psychological

PLACE:

- Wholesale
- Retail
- Multi channel

PROMOTION:

- Trade fairs
- Free gifts

We make it a point to keep pace with the ever-growing technological developments in our field. This is very necessary to meet the demand and supply of our products thus helping time management, enhancing quality and accuracy in size and design. Our inventories are all based on JIT (Just in Time) system, which helps to manage and maintain the flow of our stock. Costing of the products are fully automated thus reducing and saving us the time which otherwise would result in consumption of more time due to the changing market rates of the material.

1.3.4.3.MARKETING MANAGEMENT:

The company has obtained an adequate understanding of the customer base and its own competitive position in the industry, marketing managers are able to make their own key strategic decisions and develop a marketing strategy designed to maximize the revenues and profits of the firm. The selected strategy may aim for any of a variety of specific objectives, including optimizing short-term unit margins, revenue growth, market share, long-term profitability, or other goals.

1.3.4.4.CHANNELS OF DISTRIBUTION:

The distribution function of marketing is comparable to the place component of the marketing mix in that both centre on getting the goods from the producer to the consumer. A distribution channel in marketing refers to the path or route through which goods and services travel to get from the place of production or manufacture to the final users. It has at its centre transportation and logistical considerations.

Business-to-business (B2B) distribution occurs between a producer and industrial users of raw materials needed for the manufacture of finished products. For example, a logging company needs a distribution system to connect it with the lumber manufacturer who makes wood for buildings and furniture.

1.3.4.5.FUNCTIONS OF MARKETING MANAGEMENT:

A. MARKETING STRATEGY:

i. Company--> Distributors --> Retailers —> Customers' :

In this strategy, the products are made available to the customers through distributors and retailers. The company provides the products to the distributors who provide them to the retailers at the price set by the company. Retailers provide the products to the customers as per their demand.

ii. Company—> Direct Marketing Association—> Customers:

In this, the products are marketed through direct marketing associations. Products like water heaters and digital UPS's are marketed this way.

iii. Company--> Direct Dealers--> Customers:

In this, the company markets their products among their customers only through authorized dealers all over the country.

B. CREDIT POLICY:

KH Group extends credit policies when needed. Such services are mostly given to the old dealers who have been associated with the company for a long time. They allow such dealers to purchase products on credit. They also accept post-dated cheques.

C. RESEARCH AND DEVELOPMENT :

The research and development team in the marketing department is responsible for conducting surveys about products. This survey is mainly done among the dealers to get their feedback about the demand patterns of the customers and also ideas for products which have a potential in the market. They then discuss with the concerned head of departments, management and technicians for their opinions. After this they move onto the product enhancement stage.

D. CUSTOMER SERVICE DEPARTMENT:

Customers are the strength of every organization. KH Group aims at making their products .For this, the product needs to meet or exceed the customer's expectation. This department deals with the relationship that the company maintains with the public. They mainly deal with providing after sales service to the customers. It has total of 700 employees spread across Chennai. It is ensured that all the complaints are solved within 24 hours of receiving the complaint. Employees are assigned to visit the customers spot for solving issues that might have occurred while using the product and even replacing the product if required. The service charges are collected as per the approved manual. As per the company policies, all the details regarding the service terms, warranty details, service charges etc. are to be displayed in front of the service centre. After the service has been done, feedback from the customers is collected. This improves them in correcting their flaws in the service provided and to serve them better. Feedback regarding the quality of the products, after sales service etc. is collected by visiting the dealers dealing with their products.

E. COMMUNICATIONS:

Marketing departments plan campaigns and develop communications material to promote products and services to customers and prospects. Depending on their available budgets, they may plan advertising campaigns, develop e-mail marketing programs, create promotional content for the company website. write press releases or product publications, such as product leaflets, company brochures, product data sheets or customer newsletters.

ADVERTISING:

Advertising is a form of marketing communication used to promote or sell something, Usually a business's product or services.

In this company they advertise through:

- Online Business
- Export

1.3.5.1.HUMAN RESOURCE MANAGEMENT:

This department assure that the organization will have adequate number of qualified persons, available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction to individuals involved. Its function is to develop an organizational culture where superiors, subordinates relations, team work and collaboration among different sub units must be strong and contribute to organizational, health, dynamism and employees pride.

Leather Sellers is an organization, which is solely based on values of teamwork, hence following the most important guidelines of International Human Resource Management. By practicing such work ethics, we have been successful in developing and maintaining friendly relations within our working premises. This helps us in building a chain of command for our company's top management to its staff and further subordinates thus spreading a friendly environment among us. Therefore by maintaining such environment, our employees tend to give their best and help us in achieving new heights From time to time we organize general staff meetings to encourage and motivate them. These meetings minimize communication gap between the management and the employees. Listening to the problem of the employees helps us to overcome and solve their particular problems. We also take suggestions from our employees to improve our areas of operations.

1.3.5.2.HR POLICY:

The basic principles of KH Group human resource policies include:

1. Recruitment based solely on merit by following well-defined and systematic selection procedures without discrimination.
2. Sustain motivated and quality work force through appropriate and fair performance evaluation, reward and recognition systems.

3. Identify training needs within the organization and design and implement those need based training programs resulting in continuous up gradation of knowledge, skill and attitudes of the employees.

4. Maintain a quality human resource management system plan, design, and train, equip and motivate the department staff to meet this standard of expectation.



Fig.1.3.22.Figure shows HR department

1.3.5.3. STATUTORY AND NON STATUTORY BENEFITS:

A. STATUTORY

- Provident fund
- Employee State Insurance
- Employees Deposit Linked Insurance
- Service Gratuity
- Labour Welfare Fund
- Bonus

B. NON STATUTORY

- Reimbursement of travelling expenses.
- Leave travel allowance.
- Medical reimbursement.
- Personal accident insurance and mediclaim insurance.
- Performance linked bonus.
- Reimbursement of telephone/mobile rent.
- Incentives to personnel.
- Group saving linked performance.

- Benevolent fund Expenses for purchase of suitcase.
- Concessional loans.
- Interest free vehicle loans.
- Higher education loans for employees.
- Education allowance to employees' children.
- Discount offer for products.
- Reimbursement of credit card renewal fee.
- Best Article Award.
- Contribution for employee's marriage.
- Performance linked incentive scheme.

1.3.5.4. HR PRACTICES:

Most of the HR practices of KH Leather Exports India Private Limited were a result of the vision of its founder and the culture that they have been created over the years. The founder advocated simplicity and maintained the culture of a small company and the employees were encouraged to share their learning experiences too.

1.3.5.5.RECRUITMENT:

KH Leather Exports India Private Limited's greatest asset is its employees. It is committed to attracting, retaining, and developing the highest quality and most dedicated work force possible in today's market. While recruiting new employees KH Leather Exports India Private Limited takes adequate care to identify the right candidates guard focus on recruiting candidates who display a high degree of learn ability, i.e. candidates who are open to learn new things and supply the same in new situations we also place significant importance on professional competence, academic excellence, analytical ability, team work, leadership potential, communication and innovative skills, along with a practical and structured to problem solving.

At Leather Sellers, we give much importance to recruitment and training. Before recruiting an employee, we evaluate their capabilities through interviews and are given a chance to prove their skills. Once they are recruited, we give them intensive training in fields most suited to their skills. For those who are already

employed, we conduct regular workshops on new techniques in order to upgrade their skills from time to time.

1.3.5.6.TRAINING:

KH Leather Exports India Private Limited human resource department believes that quality is the hallmark of any successful venture. Quality training and development of human resource is realized through Identifying training needs within the organization and designing and implementing those need based training programs to bring about continuous up gradation of knowledge, skill and employee attitudes. The following brief highlights KH Leather Exports India Private Limited's training methodology for the comprehensive development of its employees.

TRAINING PLAN

It includes detailed discussions with the faculty to decide on the content of the training programs training plan includes technical/functional programs (mechanical, electrical, finance related and behavioural programs etc) ,covering a wide cross-selection of employees, as follows:

- A week long induction program for fresher's.
- Development of top performer through leadership development programs aimed at bringing up future leaders .
- Development of managerial staff through intensive management development programs tailor made for them providing exposure to holistic understanding of the business, strategic planning, customer relationship, enhancing shareholder value, and financial management.
- Sustained effort in training has led to creation of highly skilled and motivational employees ready to take on higher roles and responsibilities in the company.

1.3.5.7.PERFORMANCE APPRAISAL :

The first step towards carrying out performance appraisal at KH Leather Exports India Private Limited is the evaluation of personal skills for the tasks assigned to an employee during the period of appraisal .To evaluate the performance ,different criteria like timeliness ,quality of work carried out by the

employee, customer satisfaction ,peer satisfaction and business potential is considered. The personal skill of the employees are also evaluated based on their learning and analytical ability ,communication skills, decision making, planning and organizing skills. Each of these criteria is measured on a scale and then evaluated. A performance appraisal system is a strong tool in the development of human resources in the organisation. It is considered as a mutual feedback to the management and thereby help to decide the carrier growth, training needs and other human resources development, interventions required for each of them thereby aiding their self-development. It is vitally important that every individual has a clear understanding of his or her work, objectives, and responsibilities, because performance will measure against these.

1.3.5.8.CULTURE:

KH Leather Exports India Private Limited have built a culture in tandem with the vision and values of the organization that makes KH Leather Exports India Private Limited are intellectually and emotionally bound with the organization, feel passionately about their goals and are committed towards the organization's vision and values .Complete ownership of the vision and values ensures alignment of member's personal vision with organization's vision, thereby achieving focus in all the endeavours.

WORK CULTURE EMPHASIZES:

- Freedom to experiment
- Continuous learning and training Transparency and openness
- Quality in all aspects of work
- Reward based on performance and potential Company Policy
- All selected candidates are initially placed on probation for a period of 6 months
- On completion of probation period and upon recommendation by the head of the department, the employee shall be absorbed and confirmed onto the rolls. Management cadre employees are directly appointed into the skills Benefits and Perquisites

SALARY COMPONENTS:

- Basic pay

- Dearness allowance
- House rent allowance
- Conveyance allowance
- Compensatory allowance
- Special allowance (10% of basic pay and dearness allowance)
- Additional compensatory allowance (based on place of posting)
- Fixed allowance
- Stores allowance

1.3.6.1.INVENTORY DEPARTMENT:

In the inventory department is control under the managing director. Under inventory department there are two section.

- Chemical section.
- Skin Section.

A. CHEMICAL SECTION:

In the chemical section the store keeper maintain the daily records of chemical consumption. Dye,Syntan Powder,Fatliquore,Finishing Chemical. The chemical is issued by the order from chief technician. The chief technician will write the requirement of chemical for production process in an format of excel sheet.



Fig.1.3.23.Figure shows Chemical Section

The purchase of chemical order will be issued in a company memo. And the quantity of each material will be physical weighted. Before entering into stock. The stock manager will receive the purchase bill and it will report the purchase bill to managing director. And managing director will make the payment of chemical through cheque. The payment will be issued by the stock managers.

B. SKIN SECTION:

In the skin section the store manager keeps the daily records of daily arrivals and dispatching of skin. From raw material to finished goods in maintaining stocks. When the raw material arrived to the factory. The store manager will check the delivery challan. And receive the raw material. The managing director will decide when the raw material is been taken to process. And he will instruct his subordinates about the production planning. The managing director has given a power to rise a question skin consumption and daily usage. On the instruction from subordinates the store keeper will issue the raw skin. And the skin will be hand over to chief technician. Chief technician will take care of skin. All entries will be maintain in written hand books and systems. In the format of excel sheets the skin is maintained and each material will allocate a lot no based on the pcs. Inventory department will calculate the total counts of issued skin and dispatch skin. And the report of skin consumption will reported to the managing director. the raw material is purchased by the managing director. the purchasing bill will be collected by the store manager.

1.3.6.2.MAINTENANCE DEPARTMENT:

Maintenance department will follow the instruction from managing director. The department will maintain the factory. Buildings, Machine, electrical equipments generators. Maintenance head will check the condition of machine, if the machine found problem. The chief technician of maintenance department will repair the machine. The cleaning of machine will be maintain by maintenance department staff. The decision of replacement of machinery will taken by the management with consult from the other director. The machine is maintain based on the preventive maintenance methods. It will check by department head. and managed by management. The main motive of the Maintenance Department the production

must not be stopped. Land, machinery, safety and precaution of employee from accident etc.



Fig.1.3.24.Figure shows Maintenance department

1.3.6.3.PACKING DEPARTMENT:

After complete of measurement the packing department starts working. The skin is pack with folds of plastics. the measurement slip kept inside the packing. The packing department head will take care of all the skin which is ready to dispatch. Based on the delivery time packing department will issue the packing bundles. The department supervisor will allocate a separate code for each bundle. The code contain product description. These code will be used to manage the packing bundles. During the dispatch of packing bundles code will be check. Delivered through by trucks.



Fig.1.3.25. Figure shows Packing department

1.3.7.1.FINANCE DEPARTMENT:

The finance department of a business takes responsibility for organizing the financial and accounting affairs including the preparation and presentation of appropriate accounts, and the provision of financial information for managers. It is responsible for preparing journals, ledgers, statements like trial balance, balance sheet, cash flow statement. It is also in charge of the calculations of the income tax and also the payment at the right time.

1.3.7.2.FUNCTIONS:

- Managing cash transactions of the organisation.
- Managing Accounts payable and Accounts receivables.
- Maintaining Journal Voucher.
- Remote cheque printing function.
- Internal audit Finalization
- Consolidation of accounts.
- Secretarial function Tax remittance.
- Scrutiny and approval of funds.
- Disbursement of wages / salaries.

1.3.7.3 GOALS AND OBJECTIVES OF FINANCE DEPARTMENT:

- Strategic budgeting and projecting
- Cost containment and purchasing management
- Cash flow management
- Debt service and credit use
- Proactive tax planning
- Accurate record keeping.

1.3.7.4. FINANCE FORECASTING:

- A financial forecast is an estimate of future financial for a company
- A prediction concerning future business conditions that are likely to company, organization.

1.3.7.5. FINANCIAL CONTROLS:

- Management control (as exercised in planning, performance evaluation and coordination) of financial activities aimed at achieving desired return on investment.
- Managers use financial statements (a budget being the primary one), operating ratio and other financial tools to exercise financial controls.

1.3.7.6. INVESTMENT DECISION:

- Investment decisions are made by investors and investment managers. Commonly perform investment analysis by making use of fundamental, technical analysis. Investment decisions are often supported by decision tools.
- A determination made by directors and management as to how, when, Where and how much capital will be spent on investment opportunities.
- The decision often follows research to determine costs and returns for each option.

1.3.7.7. BUDGETING :

Budgeting for a business is a process. It is the process of preparing a detailed statement of financial results that are expected for a given time period in the future. There are two keywords in that statement. The first keyword is “expected.” Expected means something that is likely to happen. The second keyword is “future” which is a period in the time to come. So, budgeting is the process of preparing a detailed statement of financial results that are likely to happen in a period in a time to come.

1.3.7.8. FINANCIAL INFORMATION OF KH EXPORTS INDIA PRIVATE LIMITED:

- Revenue / turnover of K H EXPORTS INDIA PRIVATE LIMITED is over INR 500 Crore.
- Net worth of the company has increased by 11.85 %.
- EBITDA of the company has increased by 71.94 %.
- Total assets of the company has increased by 0.15 %.
- Liabilities of the company has decreased by -16.82 %.

Chart. 1.10. Chart Representing Bank-wise Charges on Assets

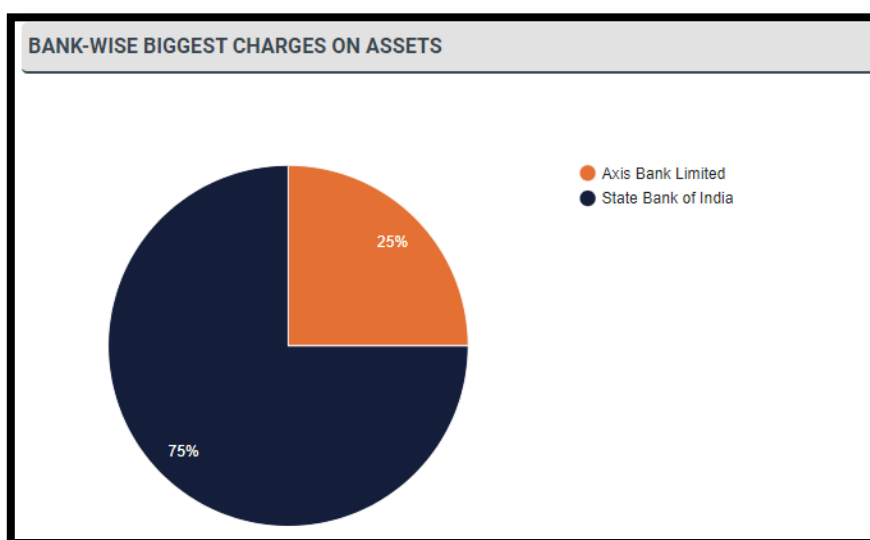


Table.1.8. Table indicating Financial Info of KH Exports

Operating Revenue	Over INR 500 cr
EBITDA	▲ 71.94 %
Networth	▲ 11.85 %
Debt/Equity Ratio	0.00
Return on Equity	10.59 %
Total Assets	▲ 0.15 %
Fixed Assets	▲ 5.90 %
Current Assets	▼ -1.69 %
Current Liabilities	▼ -16.82 %
Trade Receivables	▼ -9.57 %
Trade Payables	▼ -21.03 %
Current Ratio	2.07

Table.1.9. Table indicating share capital of KH Exports

Share Capital & Number of Employees	
Authorised Capital	₹96,000,000
Paid up capital	₹11,892,900
Number of Employees	Login to view (https://www.zaubacorp.com/user/login?destination=company/K-H-EXPORTS-INDIA-PRIVATE-LIMITED/U19129TN1985PTC011821)

Table.1.10. Table indicating Bank charges of KH Exports

Charge ID	Creation Date	Modification Date	Closure Date	Assets Under Charge	Amount	Charge Holder
90295491	1983-06-24	1983-09-01	1993-12-24	Immovable property or any interest therein; Movable property (not being pledge)	2,900,000	TAMILNADU INDUSTRIAL INVESTMENT CORPORATION LIMITED
90296697	1984-01-10	2009-05-15	2014-02-03		735,000,000	STATE BANK OF INDIA
90297360	1983-06-24	1986-03-31	1989-11-04	Immovable property or any interest therein; Movable property (not being pledge)	4,900,000	STATE INDUSTRIES PROMOTION CORPORATION OF TAMILNADU LTD.
90297366	1984-01-10	2002-05-27	2014-02-03		7,000,000	STATE BANK OF INDIA
90307142	1988-11-28	2010-11-30	2015-01-13		255,000,000	State Bank of India
100447502	2021-05-07	-	-	Book debts; Floating charge; Movable property (not being pledge)	200,000,000	Axis Bank Limited

Establishments Details

Establishment Name	City	Pincode	Address
KH EXPORTS INDIA PRIVATE LIMITED	AMBATTUR	600056	4/74, VOC ST., SENNEERKUPPAMPOONAMALLEECHENNAI685TN
K.H.EXPORTS INDIA PVT LTD	VELLORE	632401	BYE PASS ROAD ,RANIPETVELLORE687TN

Table.1.11. Table indicating borrowing details of KH Exports

Charges/Borrowing Details						
Charge ID	Creation Date	Modification Date	Closure Date	Assets Under Charge	Amount	Charge Holder
90295852	1984-01-10	1988-03-22	2014-02-03	Immovable property or any interest therein	27,000,000	STATE BANK OF INDIA
90297349	1983-02-13	-	1989-11-04	Movable property (not being pledge)	2,000,000	STATE INDUSTRIES PROMOTION CORPORATION OF TAMILNADU LTD.
90302493	1990-03-21	1995-11-17	1995-11-18	Movable property (not being pledge)	2,500,000	STATE BANK OF INDIA
90297369	1984-02-03	1996-11-07	2014-02-03		7,000,000	STATE BANK OF INDIA
90297395	1985-05-16	1986-03-31	1989-11-04	Immovable property or any interest therein; Movable property (not being pledge)	4,000,000	STATE INDUSTRIES PROMOTION CORPORATION OF TAMILNADU LTD.
90297617	1994-02-08	-	1994-03-02	Immovable property or any interest therein; Movable property (not being pledge)	40,000,000	EXPORT - IMPORT BANK OF INDIA
90298011	1984-01-10	2001-07-12	2014-02-03		7,000,000	STATE BANK OF INDIA
90298106	1983-06-24	1986-03-31	1989-11-04	Immovable property or any interest therein; Movable property (not being pledge)	100,000	STATE INDUSTRIES PROMOTION CORPORATION OF TAMILNADU LTD.
90288793	1989-07-03	2021-04-16	-	Book debts; Movable property (not being pledge); STOCKS, RAW MATERIAL, FIN. GOODS, CONSUMABLES, STORES	600,000,000	State Bank of India

**Table. 1.12. Table indicating Balance Sheet of KH Exports India Private
Limited for the year 2021**

CONSOLIDATED BALANCE SHEET AS AT 31 ST MARCH, 2021			
		(Amount in Rs.)	
Particulars	Note No.	As on 31/03/2021 (As per IND AS)	As on 31/03/2020 (As per IND AS)
(1) ASSETS			
Non-current assets			
(a) Property, Plant and Equipment	6	24,115,246.69	26,780,966.25
(b) Capital Work-in Progress	6	13,424,270.00	2,159,400.00
(c) Intangible assets	6	1,652,446.00	1,652,446.00
(d) Financial Assets			
(i) Investments	7	374,016.00	336,270.00
(ii) Other financial assets	8	3,006,793.40	2,965,063.40
(e) Deferred tax assets (net)		-	-
(f) Other Non Current Assets	9	14,693,922.23	14,677,789.59
Current assets			
(a) Inventories	10	22,164,045.89	26,405,184.46
(b) Financial Assets			
(i) Trade receivables	11	12,965,601.00	10,557,093.59
(ii) Cash and cash equivalents	12	2,979,568.97	4,919,437.35
(iii) Bank balances other than (ii) above	13	1,800,671.00	750,671.00
(iv) Loans & Advances	14	48,939,460.00	70,701,475.00
(v) Others current financial assets	15	9,402,510.00	5,116,628.00
(c) Current Tax Assets (Net)		-	-
(d) Other current assets	16	16,841,136.73	33,761,872.74
Total Assets		172,359,687.91	200,784,297.38
(2) EQUITY AND LIABILITIES			
Equity			
(a) Equity Share capital	17	42,597,378.41	42,581,476.00
(b) Other Equity	18	3,694,644.74	21,500,158.97
		46,292,023.15	64,081,634.97
(c) Non-controlling Interest		14,609,315.18	12,777,406.54
LIABILITIES			
Non-current liabilities			
(a) Financial Liabilities			
(i) Borrowings	19	9,813,982.00	6,136,594.00
(b) Deferred tax liabilities (Net)	20	1,874,603.34	1,841,880.34
(c) Other Non Current Liabilities			
Current liabilities			
(a) Financial Liabilities			
(i) Borrowings	21	60,007,054.18	61,893,474.40
(ii) Trade payables	22	15,001,666.49	24,635,611.07
(iii) Other financial liabilities	23	6,504,389.00	4,988,516.00
(b) Other current liabilities	24	16,667,987.57	23,575,173.06
(c) Provisions	25	1,588,667.00	854,007.00
(d) Current Tax Liabilities (Net)			
Total Equity and Liabilities		172,359,687.91	200,784,297.38
See accompanying notes to the financial statements.			

**Table. 1.13. Table indicating Profit & Loss Statement of KH Exports India
Private Limited for the year 2021**

STATEMENT OF CONSOLIDATED PROFIT & LOSS FOR THE PERIOD ENDED 31ST MARCH, 2021			
(Amount in Rs.)			
Particulars	Note No.	For the Period Ended 31st March, 2021 (IND AS)	For the Period Ended 31st March, 2020 (IND AS)
INCOME			
I. Revenue from operations	26	82,346,957.13	96,594,857.78
II. Other Income	27	5,910,563.27	15,773,406.25
III. Total Revenue (I + II)		88,257,520.40	112,368,264.03
IV. Expenses:			
Cost of materials consumed	28	66,734,970.71	65,691,858.23
Purchase of Stock-in-Trade		-	-
Changes in inventories of finished goods, work-in-progress and Stock-in-Trade	29	-4,627,695.43	9,907,800.97
Employee/workers benefit expense	30	20,645,210.75	31,646,509.50
Finance costs	31	4,003,879.63	8,256,450.15
Depreciation and amortization expense	32	3,445,700.39	4,073,967.40
Other expenses	33	13,877,613.49	27,420,302.13
Total Expenses (IV)		104,079,679.54	146,996,888.38
V. Profit before exceptional & extraordinary items & tax (III - IV)		-15,822,159.14	-34,628,624.35
VI. Exceptional Items	34	-4,573,096.73	-14,543,406.27
VII. Profit before extraordinary items and tax (V - VI)		-11,249,062.41	-20,085,218.08
VIII. Extraordinary Items		-	-
IX. Profit before tax (VII - VIII)		-11,249,062.41	-20,085,218.08
X. Tax expense:			
(1) Current tax	35	700,000.00	490,000.00
(2) Deferred tax		32,723.00	304,808.00
(3) Short/(excess) provision reversal		-	-228,864.00
(4) Earlier Year Tax		144,031.00	689,525.00
(5) MAT Credit		-	-
XI. Profit/(Loss) for the period from Continuing Operations (IX-X)		-12,125,816.41	-21,340,687.08
XII. Profit/(Loss) from Discontinuing Operations (IX-X)		-	-
XIII. Tax Expenses from Discontinuing Operations		-	-
XIV. Profit/(Loss) from Discontinuing Operations (After Tax) (XII-XIII)		-	-
XV. Profit/(Loss) for the period (XI+XIV)		-12,125,816.41	-21,340,687.08
Other Comprehensive Income		-	-
Income Tax Effect		-	-
Other Comprehensive Income, Net of Taxes		-	-
Total comprehensive income		-12,125,816.41	-21,340,687.08
XVI. Earning per equity share:			
(1) Basic		-2.51	-4.41
(2) Diluted		-2.51	-4.41

Table.1.14. Table indicating Cash Flow Statement of KH Exports India Private Limited for the year 2021

STATEMENT OF CONSOLIDATED CASH FLOW FOR THE YEAR ENDED 31ST MARCH, 2021				
(Amount in Rs.)				
PARTICULARS	CURRENT YEAR 2020-21		PREVIOUS YEAR 2019-20	
	DETAILS	AMOUNT	DETAILS	AMOUNT
A) CASH FLOW FROM OPERATING ACTIVITIES				
Net Profit before exceptional and tax as Statement Profit & Loss	-15,822,159.14		(34,628,624.35)	
Adjusted for :-				
Exceptional Item	4,573,096.73		14,543,406.27	
Changes in reserves due to consolidation	(876,754.00)		9,052,267.07	
Finance Cost	4,003,879.63		8,256,450.15	
Interest received	-4,613,517.00		(8,918,982.00)	
Loss/(Profit) on Sale\written off of Fixed Assets	(15,325.50)		(27,082,379.02)	
Depreciation	3,445,700.39		4,073,967.40	
Deferred Tax	32,723.00		-	
Revaluation of Investment	-3,831,889.35		-	
Operating Profit before Working Capital Changes	(13,104,245.24)		(34,703,894.48)	
Adjusted for:-				
Increase/(Decrease) in Trade and Other Payable	-20,847,155.11		(21,720,946.00)	
(Increase)/Decrease in Trade and other Receivables	20,569,862.59		13,480,796.68	
Increase /(Decrease) in Provisions (except IT)	734,660.00		584,314.00	
(Increase)/Decrease in Inventory	4,241,138.57		5,899,825.97	
(Increase)/Decrease in Other Current assets	17,337,081.49		-	
Cash Generated From Operations	8,931,342.30		(36,459,903.83)	
Less:- Taxes Paid	-		-	
Net Cash Flow/(used) From Operating Activities		8,931,342.30		(36,459,903.83)
B) CASH FLOW FROM INVESTING ACTIVITIES				
Purchase of Fixed Assets	-12,229,522.71		(2,235,927.00)	
Increase/Decrease in other Bank Balance	-1,050,000.00		128,416.75	
Purchase/Sale of Investment of mutual funds	-37,746.00		2,996,376.37	
Increase/Decrease in other non-current financial assets	-6,500.00		(184,456.00)	
Increase/Decrease in other non-current assets	-148,047.12		548,328.03	
Interest received	4,613,517.00		8,918,982.00	
Sale of Fixed Assets	200,000.00		35,345,254.40	
Net Cash Flow/(used) in Investing Activities		(8,658,298.83)		45,516,974.55
C) CASH FLOW FROM FINANCING ACTIVITIES				
Procurement of Borrowings	1,790,967.78		1,042,133.68	
Increase in non current liabilities	-		-	
Interest paid	(4,003,879.63)		(8,256,450.15)	
Net Cash Flow/(used) From Financing Activities		-2,212,911.85		-7,214,316.47
Net Increase/(Decrease) in Cash and Cash Equivalent		-1,939,868.38		1,842,754.25
Opening balance of Cash and Cash Equivalent		4,919,437.35		3,076,683.09
Closing balance of Cash and Cash Equivalent		2,979,568.97		4,919,437.34
Notes:		Amount (in Rs.)		Amount (in Rs.)
1 Cash and Cash Equivalent consists of following:-				
Cash on hand		2,799,327.78		2,917,372.78
Balances with Banks		180,241.19		2,002,064.57
Closing balance of Cash and Cash Equivalent		2,979,568.97		4,919,437.35
2 Cash Flow has been prepared under indirect method as set out in IND AS-7.				
3 Previous Year's figures have been recasted/regrouped, wherever necessary, to confirm to the current years'.				

1.4.PRODUCT PROFILE:

1.4.1. LEATHER BODY ITEMS:

There are several leather products you could wear. These products are mainly carefully designed to make the wearer feel both comfortable and look great.

Some of these, leather made body items include;

- Garments
- Jackets
- Shoes
- Belts
- Accessories
- Hats
- Boots
- Gloves
- Sandals
- Watch straps etc.
- Earrings

A. GARMENTS:



Fig.1.4.1.Figure shows Leather Garments

B. JACKETS



Fig.1.4.2.Figure shows Leather Jackets

C. SHOES:



Fig.1.4.3.Figure shows Leather Shoes



Fig.1.4.4.Figure shows Leather Shoes

D. BELTS:



Fig.1.4.5.Figure shows Leather Belts

E. ACCESSORIES:



Fig.1.4.6.Figure shows Leather Accessories



Fig.1.4.7.Figure shows Leather Accessories

F. HATS



Fig.1.4.8.Figure shows Leather Hats

G. BOOTS



Fig.1.4.9.Figure shows Leather Boots



Fig.1.4.10.Figure shows Leather Boots



Fig.1.4.11.Figure shows Leather Boots

H. GLOVES



Fig.1.4.12.Figure shows Leather Gloves

I. WATCH STRAPS:



Fig.1.4.13.Figure shows Leather Watch Straps

J. EARRINGS:

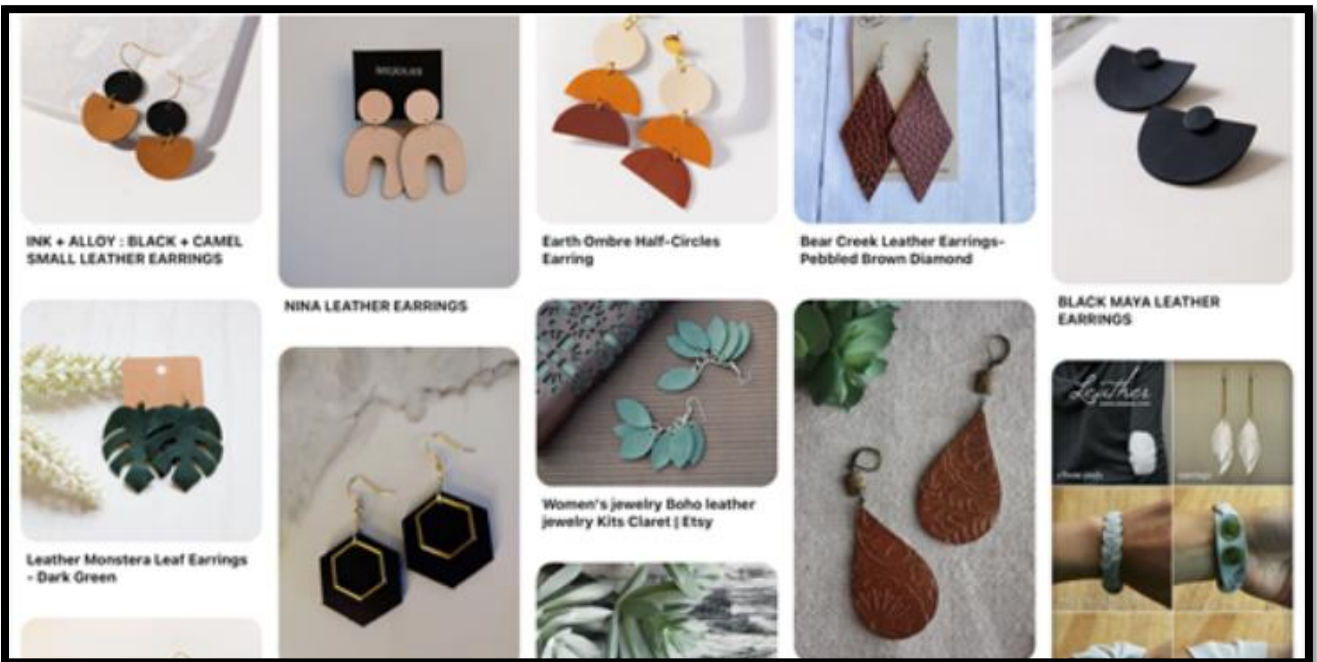


Fig.1.4.14.Figure shows Leather Earrings

K. LEATHER DANCING:



Fig.1.4.15. Figure shows Leather Dancing

1.4.2.LEATHER CONTAINERS AND HOLDERS:

The lady's handbags as a matter of fact represent a significant portion of the leather product market. It's not just a simple carrier item but a symbol of social status.

- Purses/Clutches
- Key Holders
- Laptop Cases
- Mobile Phone Holders
- Spectacle Cases
- Journal Cases
- Pen/Pencil Cases
- Corner bookmarks
- Magazine Rack
- Bottle Cover
- Hand Bags, Totes Bags, Travel Bags, Messenger,Equestrians

L. PURSES/CLUTCHES:



Fig.1.4.16.Figure shows Leather Purses



Fig.1.4.17.Figure shows Leather Clutches

M. KEY HOLDERS



Fig.1.4.18.Figure shows Leather Key Holders

N. LAPTOP CASES:

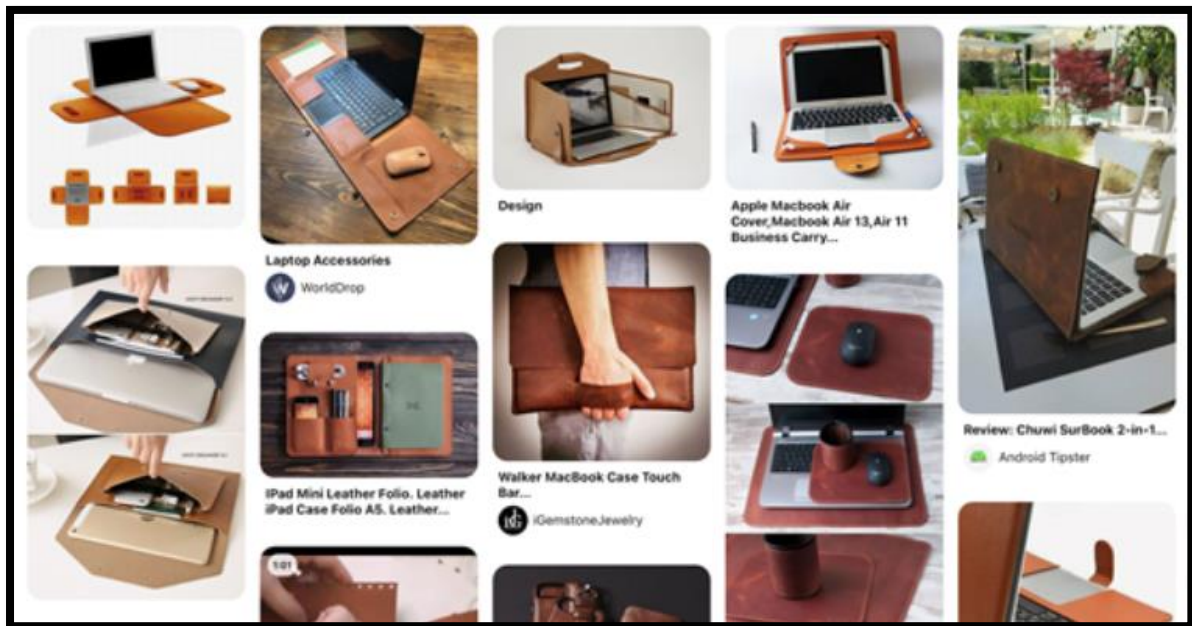


Fig.1.4.19.Figure shows Leather Laptop Cases

O. MOBILE PHONE HOLDERS

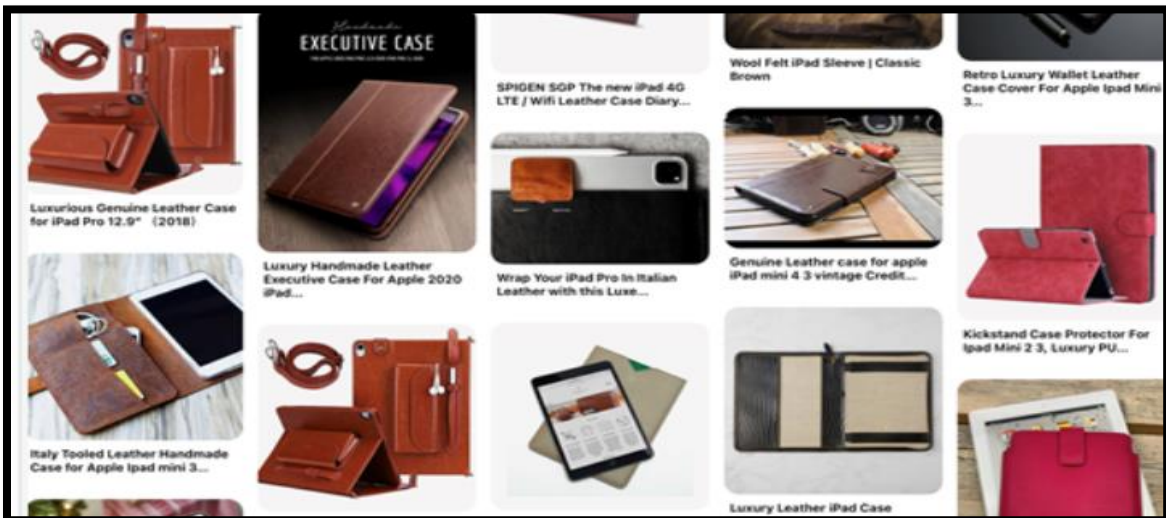


Fig.1.4.20.Figure shows Leather Mobile Phone Holders

P. SPECTACLE CASES

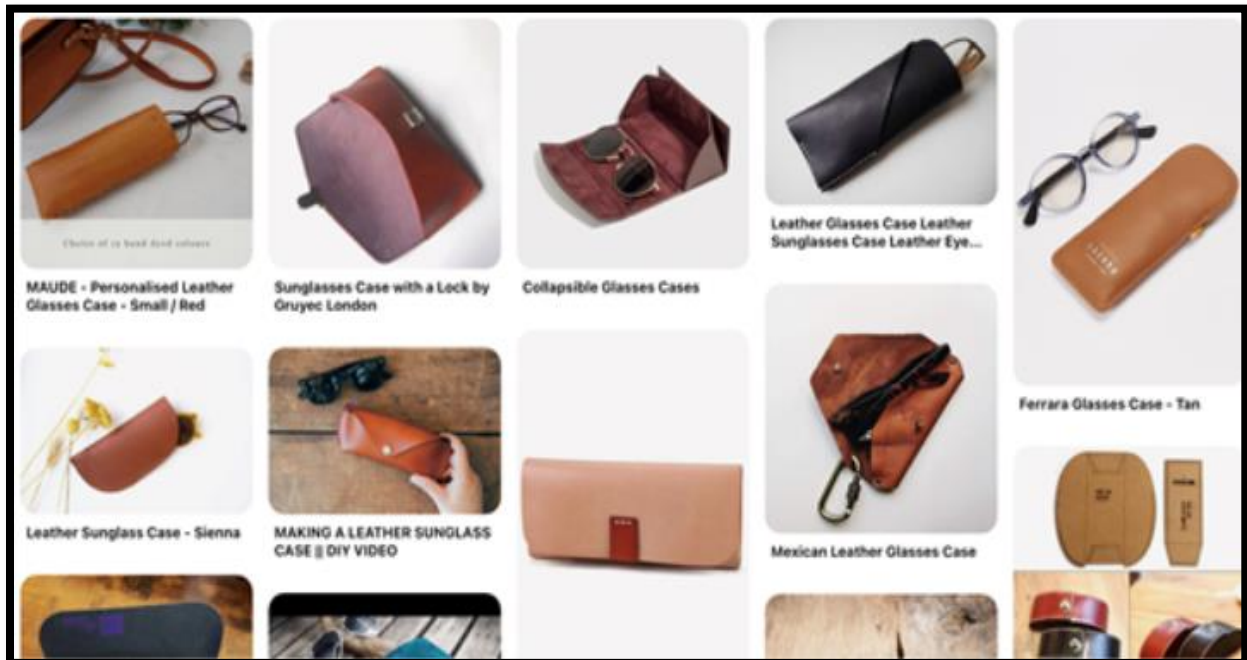


Fig.1.4.21. Figure shows Leather Spectacle Cases

Q. JOURNAL CASES:

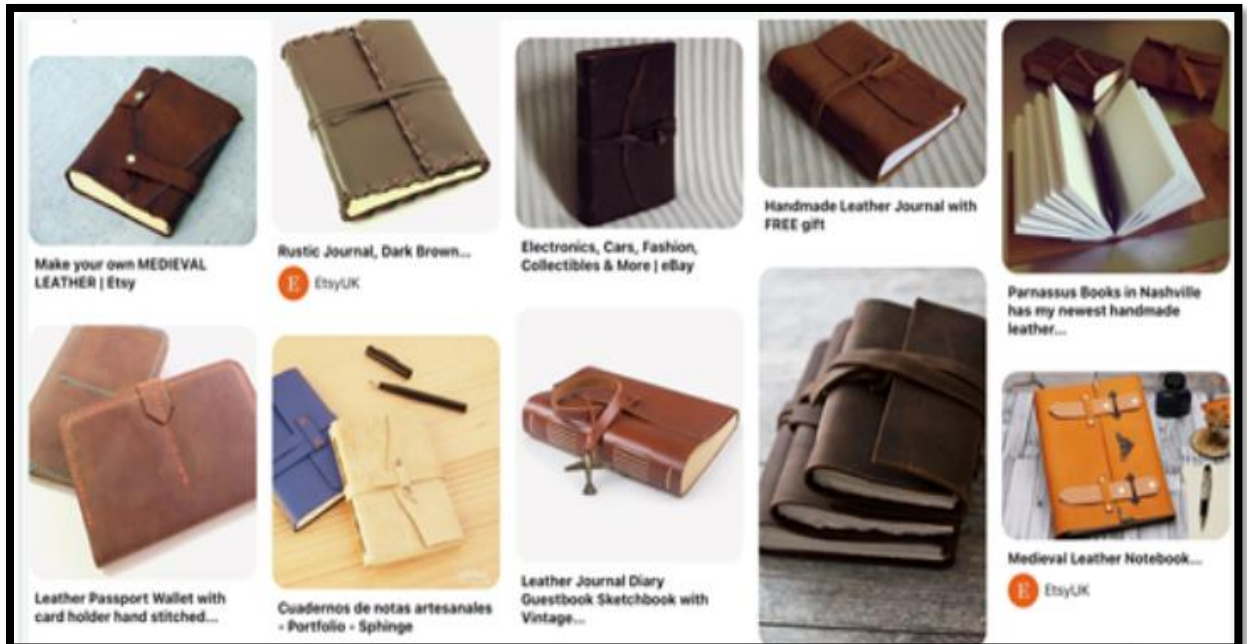


Fig.1.4.22. Figure shows Leather Journal Cases

R. PEN/PENCIL CASES

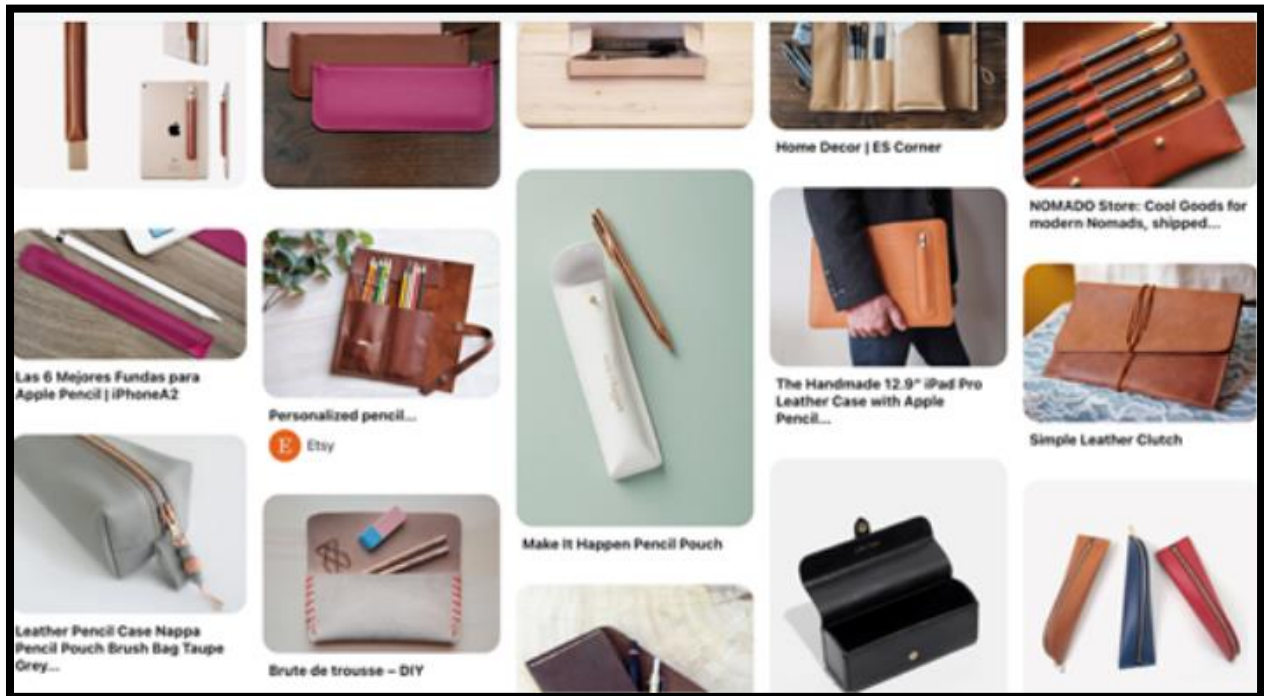


Fig.1.4.23.Figure shows Leather Pen/Pencil Cases

S. CORNER BOOKMARKS:

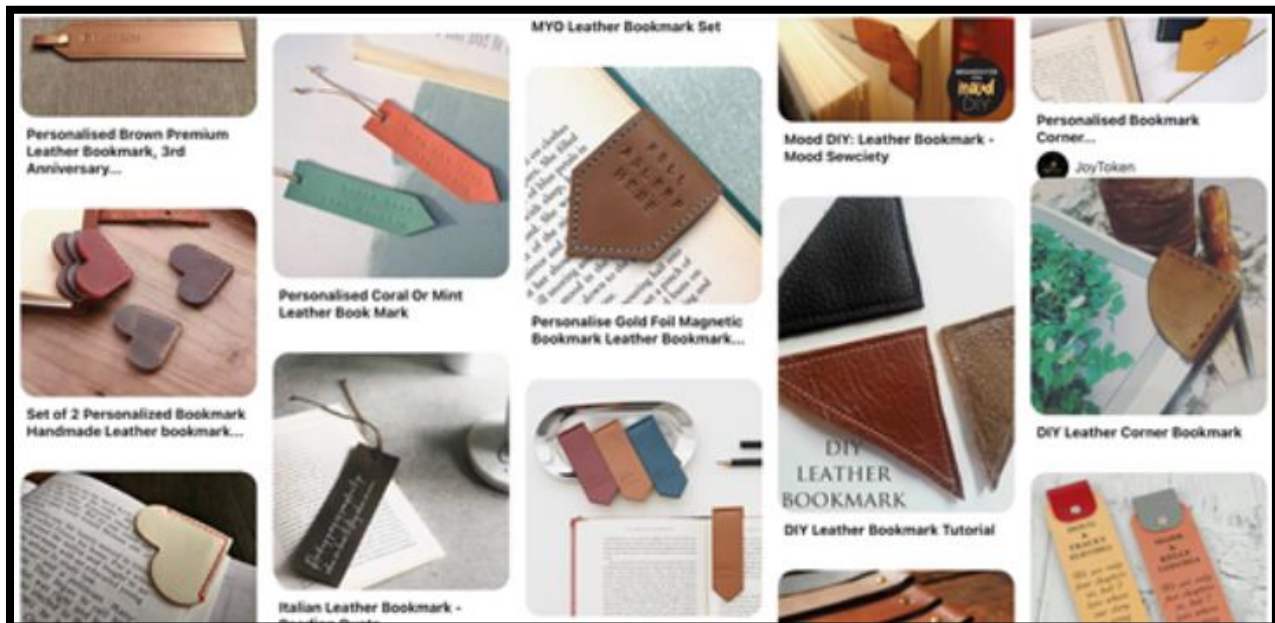


Fig.1.4.24.Figure shows Leather Corner Bookmarks

T. MAGAZINE RACK:

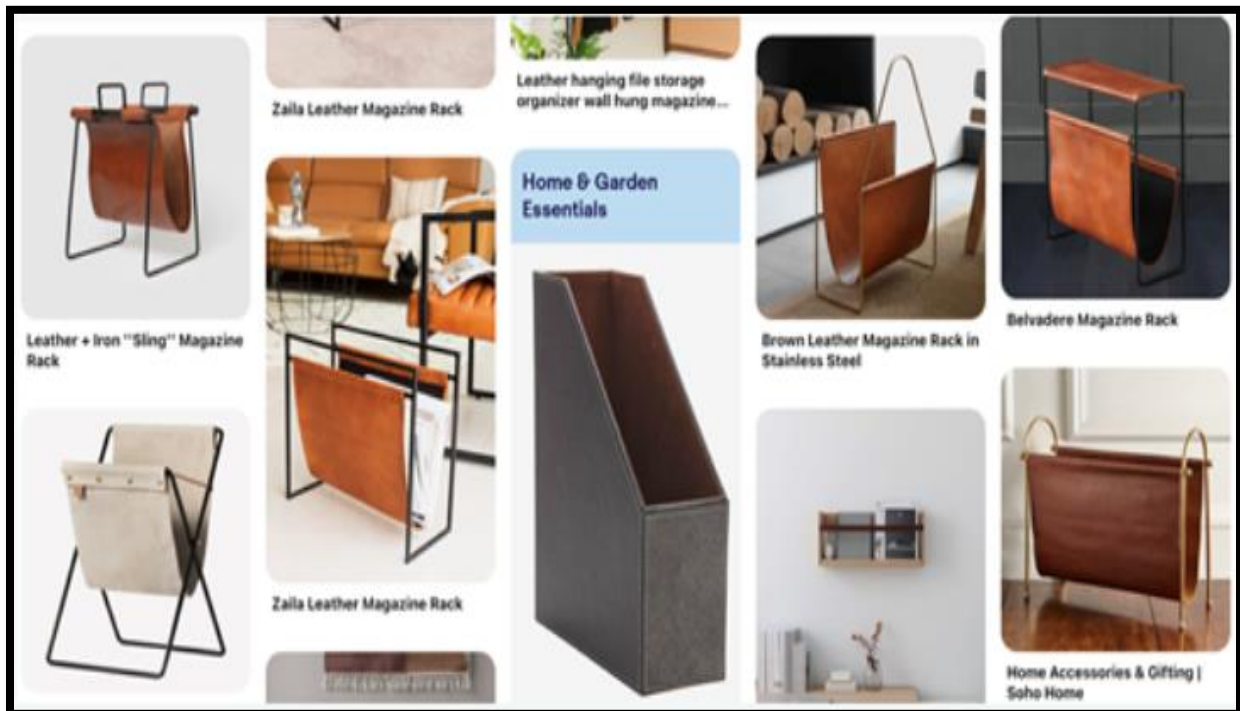


Fig.1.4.25.Figure shows Magazine Rack

U. BOTTLE COVER

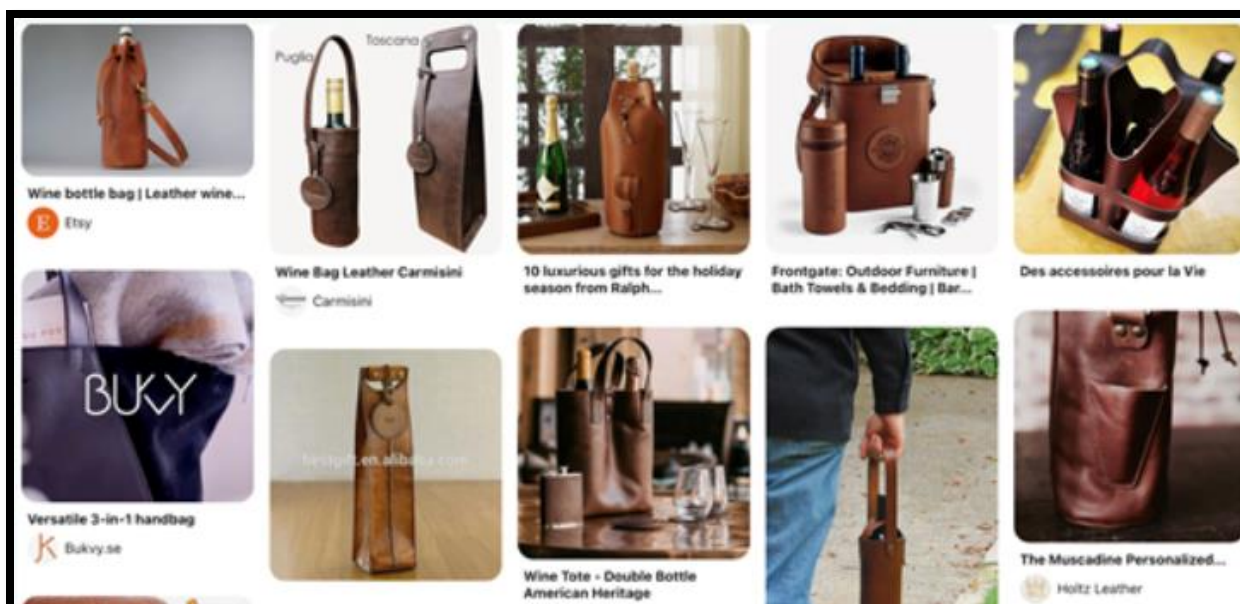


Fig.1.4.26.Figure shows Bottle Cover

V. HAND BAGS:



Fig.1.4.27.Figure shows Hands Bags



Fig.1.4.28.Figure shows Hands Bags



Fig.1.4.29. Figure shows Hands Bags

W. TOTES BAGS



Fig.1.4.30. Figure shows Totes Bags

X. CROSS BODY:



Fig.1.4.31.Figure shows Cross Body Bags



Fig.1.4.32.Figure shows Cross Body Bags

Y. TRAVEL BAGS:



Fig.1.4.33.Figure shows Travel Bags



Fig.1.4.34.Figure shows Travel Bags

Z. MESSENGER:



Fig.1.4.35.Figure shows Messenger Bags



Fig.1.4.36.Figure shows Messenger Bags

Z.EQUESTRIAN :



Fig.1.4.37.Figure shows Equestrian Bags

1.4.3. LEATHER HOME AND OFFICE ITEMS:

The household leather items remain relatively common in most homes. It's made from natural leather or vegan.

- Sofas
- Hassocks
- Footrest
- Chair Backs
- Armrests
- Leather Wall hangings
- Rugs
- Valet Tray
- Coaster
- Leather throw, couch, accent, sofa, decorative, Lumbar Pillows, etc.

1. SOFAS:

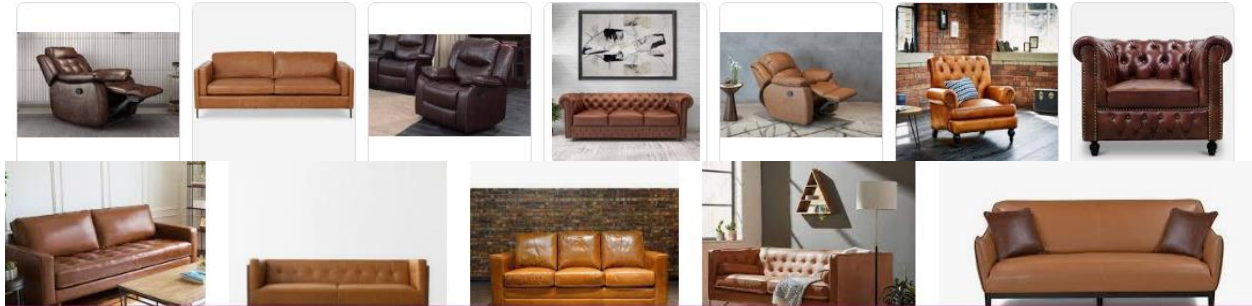


Fig.1.4.38. Figure shows Leather Sofas

2. HASSOCKS :



Fig.1.4.39. Figure shows Leather Hassocks

3. FOOTREST



Fig.1.4.40. Figure shows Leather Footrest

4. CHAIR BACKS



Fig.1.4.41. Figure shows Leather Chairbacks

5. ARMRESTS

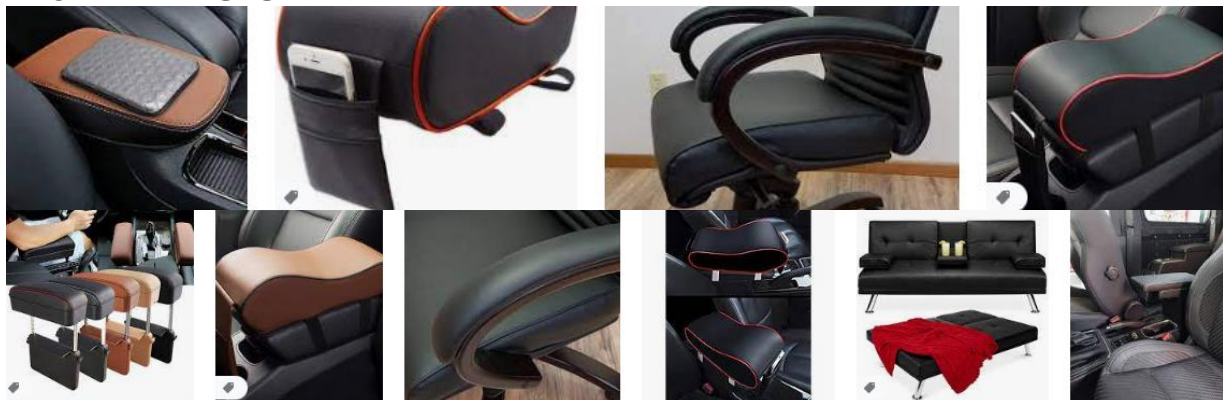


Fig.1.4.42. Figure shows Leather Armrests

6. LEATHER WALLHANGINGS

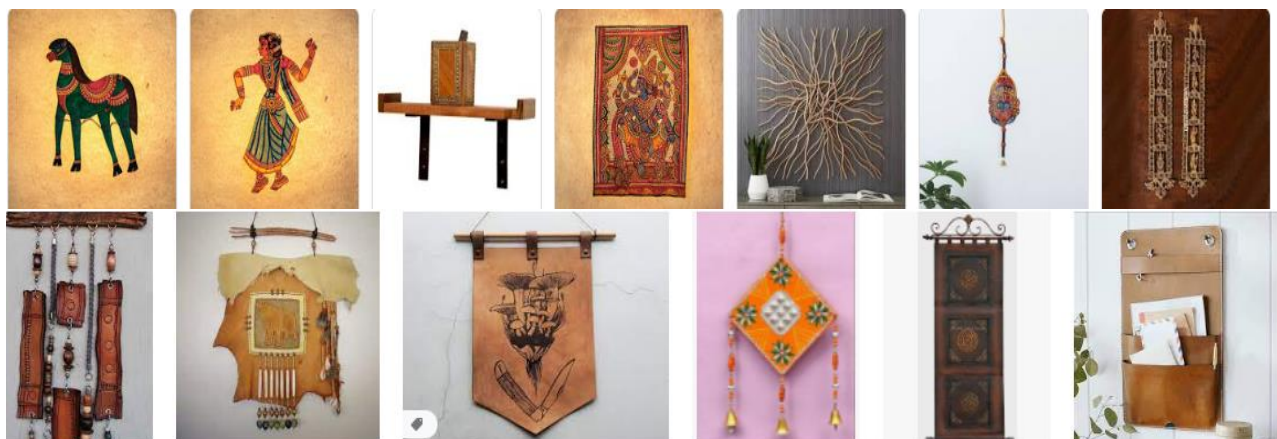


Fig.1.4.43. Figure shows Leather Wall hangings

7. RUGS:

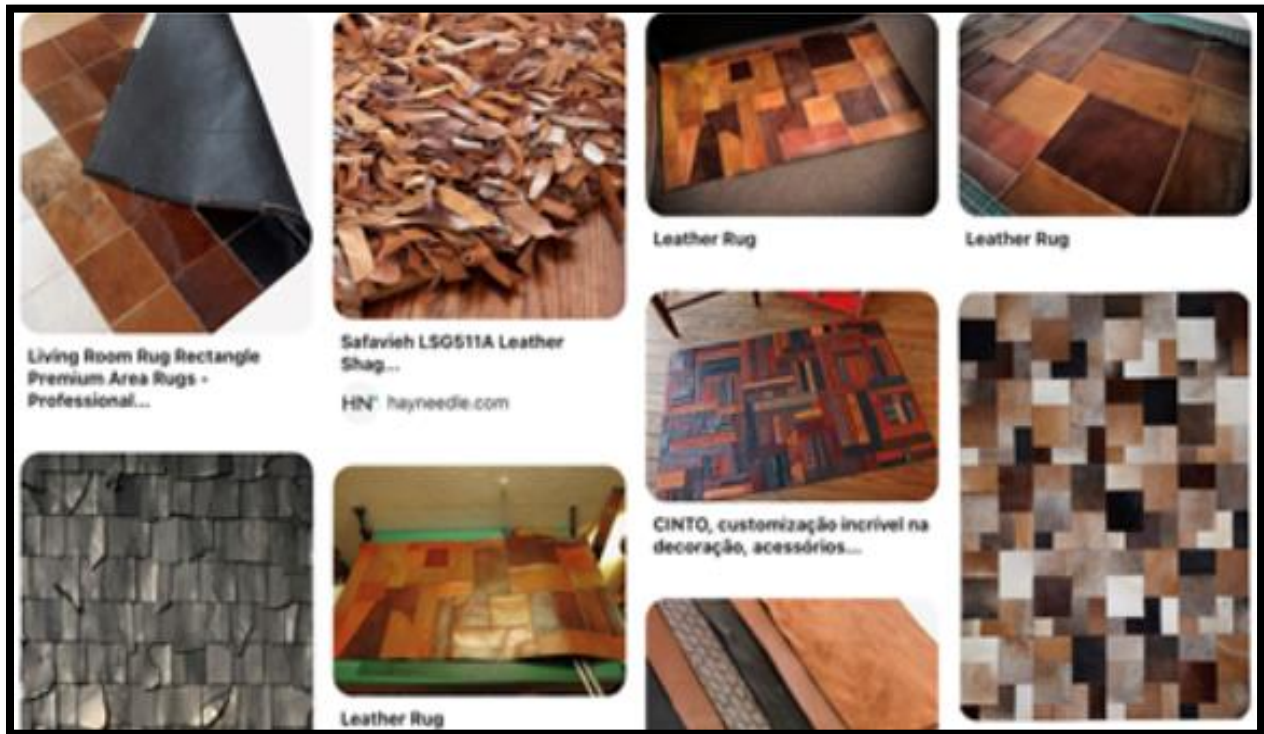


Fig.1.4.44.Figure shows Leather Rugs

8. VALET TRAY:

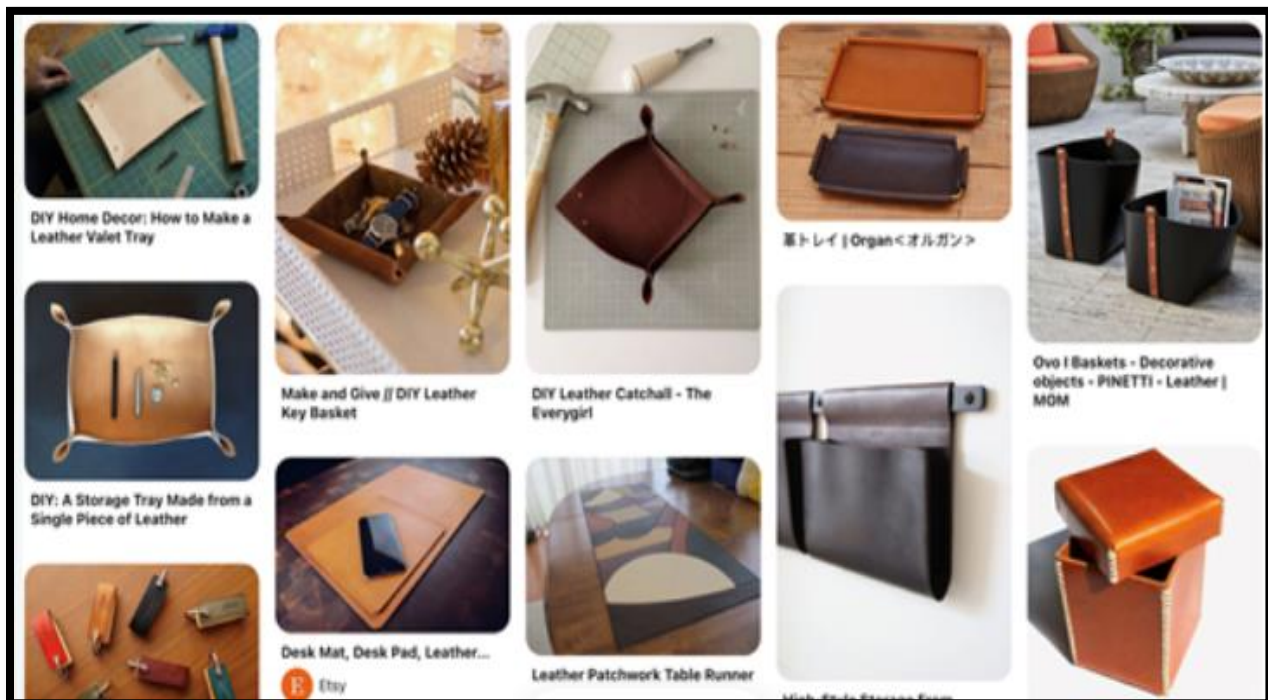


Fig.1.4.45.Figure shows Leather Valet Tray

9. COASTER:

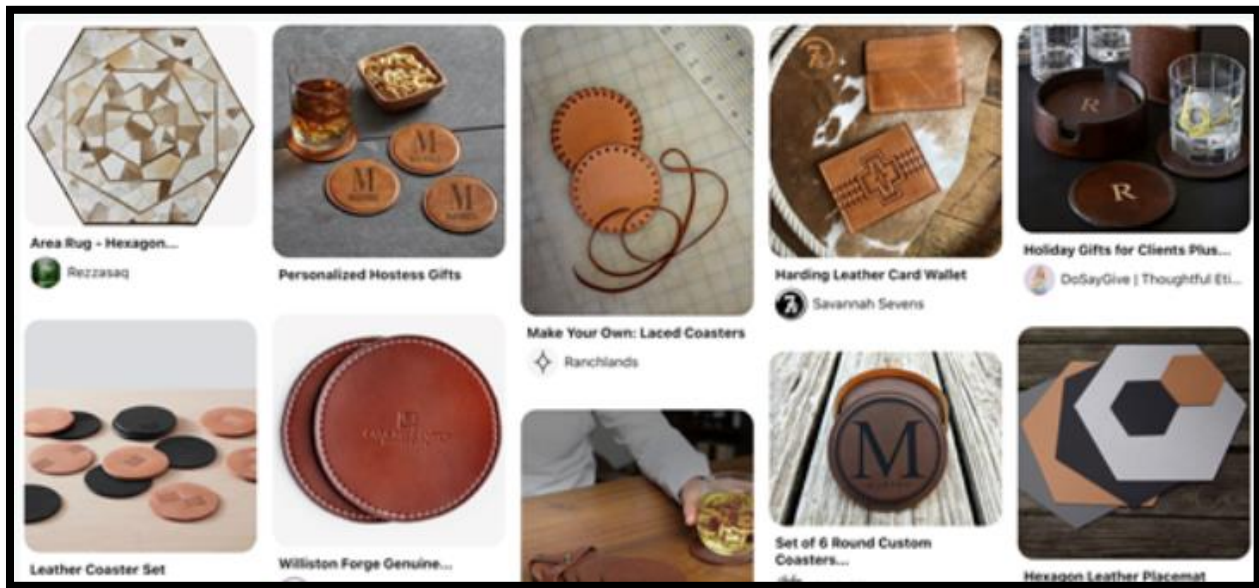


Fig.1.4.46. Figure shows Leather Coaster

10. LEATHER THROW, COUCH, ACCENT, SOFA, DECORATIVE, LUMBAR PILLOWS, ETC.



Fig.1.4.47. Figure shows Leather Throw, Couch, Accent, Sofa, Decorative, Lumbar Pillows

1.4.4. LEATHER MUSICAL, SPORTS AND DEFENSIVE ITEMS

People have also found a use for leather in the musical & sports items. It has greatly influenced the divestiture of leather products. There are more leather goods as there are sports and recreational activities. From history, leather has been significant as it was used as protective gear. There were also leather harness, belting, holsters, footwear, and armor covering. Today, leather forms part of a small fraction of the defense and protective gear. Some of the amazing leather products in these categories are

- Drums
- Instrument straps.

- Sports Balls
- Skin guards
- Sports Gloves (Baseball gloves, cricket gloves, soccer gloves, etc.)
- Masks
- Defensive Items(Knife Sheaths, Hostlers,Quivers)

11. DRUMS



Fig.1.4.48.Figure shows Leather Drums

12. INSTRUMENT STRAPS:

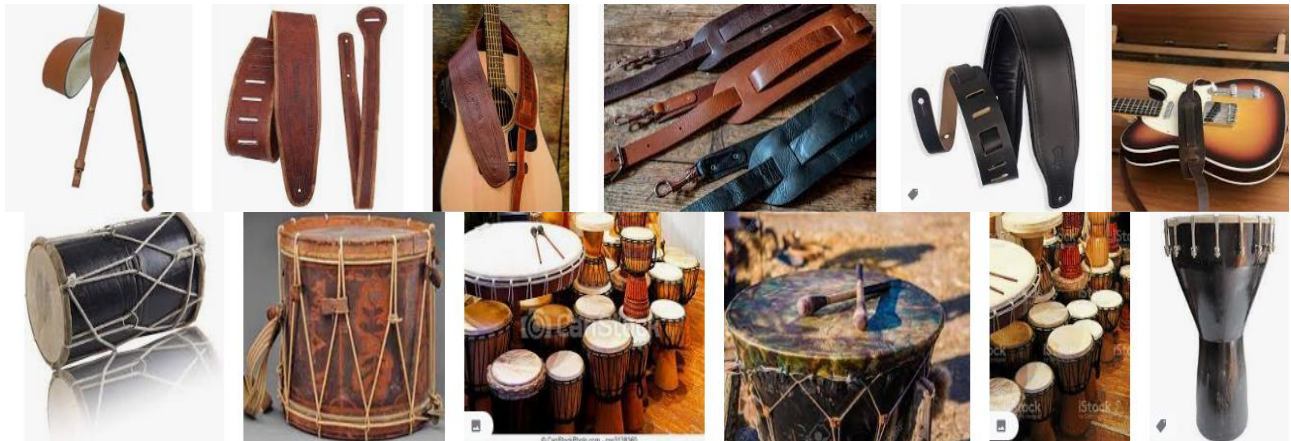


Fig.1.4.49.Figure shows Leather Instrument Straps

13. SPORTS BALLS:



Fig.1.4.50.Figure shows Leather Sports Balls

14.SKIN GUARDS:



Fig.1.4.51.Figure shows Leather Skin Guards

15. SPORTS GLOVES:



Fig.1.4.52.Figure shows Leather Sports Gloves

16.MASKS:



Fig.1.4.53.Figure shows Leather Masks

17.KNIFE SHEATHS



Fig.1.4.54.Figure shows Leather Knife Sheaths

18. LEATHER HOLSTERS:

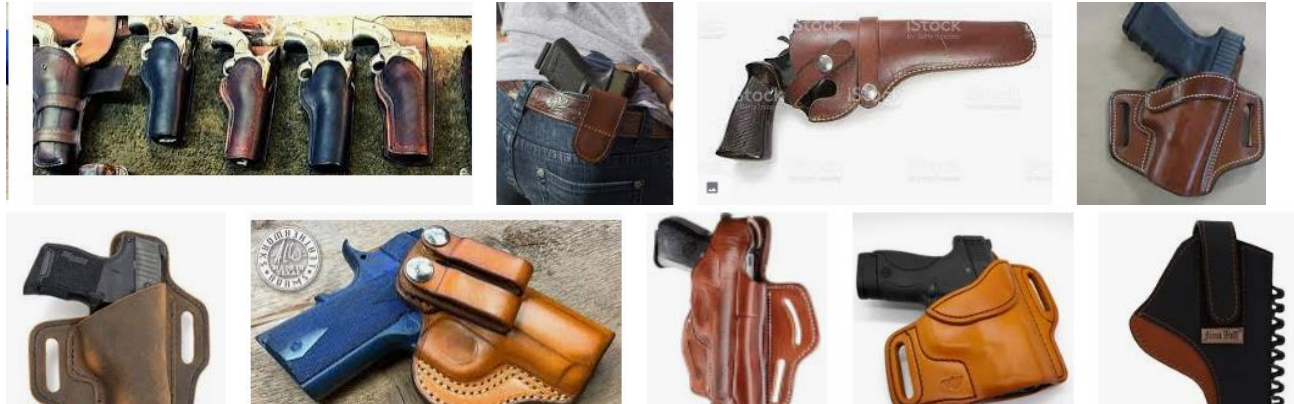


Fig.1.4.55.Figure shows Leather Holsters

19. LEATHER QUIVERS



Fig.1.4.56.Figure shows Leather Quivers

LEATHER PETS ACCESSORIES

Pet accessories have also grown in popularity today. Now, almost whatever products humans use, there's a possibility of a similar type of product for animals.

20. COLLARS:



Fig.1.4.57. Figure shows Leather Collars

21. CHAINS



Fig.1.4.58.Figure shows Leather Chains

22. MUZZLES:

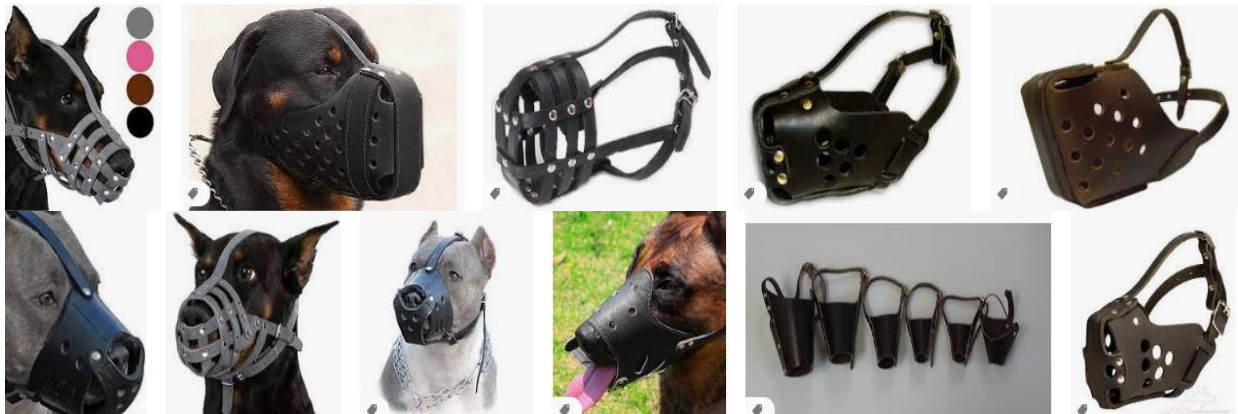


Fig.1.4.59.Figure shows Leather Muzzles

23. HARNESS



Fig.1.4.60.Figure shows Leather Harness

The leatherwork industry has over the years seen awesome advancements in terms of leather processing and the making of products. It can be said that the variety of leather products on the market to go a long way to give us an idea as to how far we'd come as a people right from the very beginning when prehistoric men tied pieces of leather on their legs to the sophisticated leather products we have today.

1.4.5. PRODUCTS:

1. Nappa.



2. Drum Dyed.



3. Metallic.



4. Aniline.



5. Suede



6. Napalane.



KH Exports Private Limited has a vast number of leather products with good quality and best service at affordable prices with different designs.

1.5. MASLOW HIERARCHY NEEDS THEORY :

1.5.1 .ABRAHAM MASLOW :



Fig.1.5.1.Figure shows the picture of Abraham Maslow

Abraham Harold Maslow (April 1, 1908 – June 8, 1970) was an American psychologist who was best known for creating Maslow's hierarchy of needs, a theory of psychological health predicated on fulfilling innate human needs in priority, culminating in self-actualization. Maslow was a psychology professor at Brandeis University, Brooklyn College, New School for Social Research, and Columbia University. He stressed the importance of focusing on the positive qualities in people, as opposed to treating them as a "bag of symptoms". A Review of General Psychology survey, published in 2002, ranked Maslow as the tenth most cited psychologist of the 20th century. Abraham Harold Maslow was born April 1, 1908 in Brooklyn, New York. He was the first of seven children born to his parents, who themselves were uneducated Jewish immigrants from Russia. His parents, hoping for the best for their children in the new world, pushed him hard for academic success. Not surprisingly, he became very lonely as a boy, and found his refuge in books.

To satisfy his parents, he first studied law at the City College of New York (CCNY). After three semesters, he transferred to Cornell, and then back to CCNY. He married Bertha Goodman, his first cousin, against his parents wishes. Abe and Bertha went on to have two daughters. He and Bertha moved to Wisconsin so that he could attend the University of Wisconsin. Here, he became interested in psychology, and his school work began to improve dramatically. He received his BA in 1930, his MA in 1931, and his PhD in 1934, all in psychology,

all from the University of Wisconsin. A year after graduation, he returned to New York to work with E. L. Thorndike at Columbia, where Maslow became interested in research on human sexuality.

He began teaching full time at Brooklyn College. During this period of his life, he came into contact with the many European intellectuals that were immigrating to the US, and Brooklyn in particular, at that time -- people like Adler, Fromm, Horney, as well as several Gestalt and Freudian psychologists.

Maslow served as the chair of the psychology department at Brandeis from 1951 to 1969. While there he met Kurt Goldstein, who had originated the idea of self-actualization in his famous book, *The Organism* (1934). It was also here that he began his crusade for a humanistic psychology -- something ultimately much more important to him than his own theorizing.

He spend his final years in semi-retirement in California, until, on June 8 1970, he died of a heart attack after years of ill health.

Maslow took this idea and created his now famous hierarchy of needs. Beyond the details of air, water, food, and sex, he laid out five broader layers: the physiological needs, the needs for safety and security, the needs for love and belonging, the needs for esteem, and the need to actualize the self, in that order.

1.5.2. EVALUATION OF THE THEORY:

The Maslow Theory of Motivation has many limitations and it has been difficult to verify with research. Although Maslow published his theory years ago, it was not until the mid 60's that his ideas began to be questioned with empirical research. The body of critics is growing and we must be content to summarize some of the major limitations.

In the first, factor analysis techniques have been used to determine if Maslow's classification schemes of needs is correct and if there is indeed a hierarchy of needs. The results of these tests have failed to support Maslow's classification schemes for human needs, and these tests have failed to support the idea of a hierarchy of needs.

Maslow's need categories appear to overlap but are not distinct and separate. Further, there is evidence for lower and higher order needs, but even these categories cannot be ascertained for sure. Second, as one need is satisfied does another rise to dominate as Maslow concluded? Stated another way the strength of a given need should diminish after gratification of the next higher order need should increase in strength (prepotency). The evidence from various studies does not support Maslow in this regard. Unfortunately, research does not generally validate the theory".

Maslow provided no empirical substantiation to the Need Hierarchy. One researcher" reviewed the evidence and concluded that, "although of great societal popularity, need hierarchy as a theory continues to receive little empirical support."

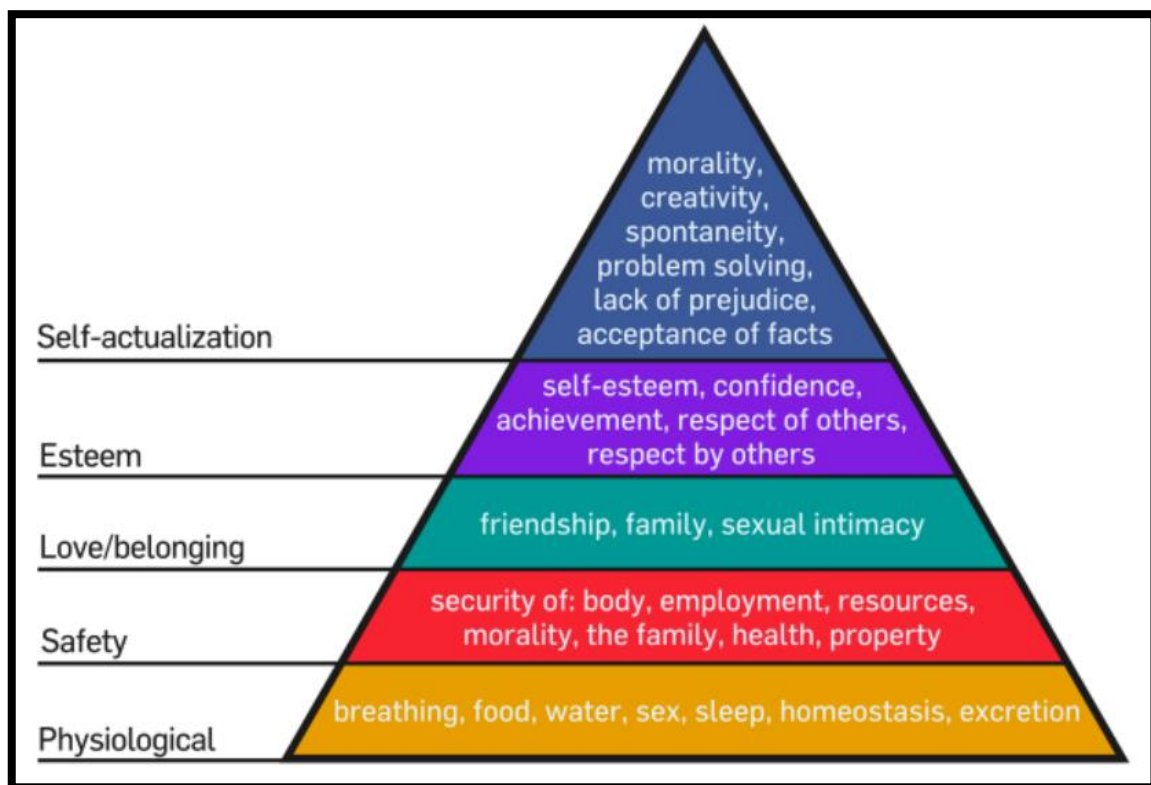
As listed by Maslow, needs cannot be classified into neat water – tight compartments, a neat five step hierarchy. "The different levels are interdependent and overlapping. The boundaries between the levels are hazy. Again, the statement, 'if one need is satisfied, then another emerges' may create a false impression, because needs do not have to be percent satisfied before higher needs dominate and activate. It is better to measure in terms of decreasing percentages of satisfaction of needs as one go up in the hierarchy of prepotency". The need classification scheme is somewhat artificial and arbitrary.

Further, there is no evidence that once a need has been gratified, its strength diminishes. It is also doubtful that whether gratification of one need automatically activates the next higher need in the hierarchy. The various levels in the hierarchy imply that lower level needs must be gratified before a concern for higher level needs develop. But in real life situations, it can be seen that human behaviour is probably a compromise of various needs acting on us simultaneously. The same need will not lead to the same response in all individuals. The degree of gratification differs from person to person depending upon the intensity of their various need requirements and up on different situations.

In spite of its limitations, the need hierarchy model presents some sound ideas for helping managers motivate their employees. Maslow's need hierarchy has often

been uncritically accepted by writers of management and by practitioners. Although the research studies clearly point out that Maslow is not the final answer in work motivation, the need hierarchy set by Maslow provides a conceptual framework for management awareness of the diverse needs of employees at work. Maslow did not intend that his need hierarchy be directly applied to work motivation. In fact, he did not delve into the motivating aspects of human beings in organizations until about twenty years after he originally propounded his theory. Despite this lack of intend on Maslow's part, others such as Douglas MC Gregor, in his widely read book, 'The Human side of Enterprise', popularised the Maslow Theory in management literature. This theory has received wide recognition, particularly among practicing managers. This popularity stems primarily from its simplicity and logic. The Need Hierarchy Theory has had a tremendous impact on the modern management approach to motivation.

Chart.1.11.Chart representing the Maslow Hierarchy of Needs



Maslow's approach is preferred because of its general scope, directness, simplicity and practicability and it is this theory that forms the basic framework of human motivation. This model theory is to be viewed as a general theoretical statement having its application in all developing countries, especially a country like India.

This model is useful because of its rich and comprehensive view of needs. This motivation theory has much relevance and applicability for understanding about the need satisfaction of employees in a country like India where employees are still searching for higher order needs. Because of the complexities involved in this theory, an attempt has been made to study the relevance and the application among the employees working in Leather Industry based on Maslow model.

1.5.3 . DIFFERENT NEEDS OF MASLOW - ILLUSTRATION:

NEED 1 – PHYSIOLOGICAL NEEDS



Fig.1.5.2.Figure shows physiological needs

These include the needs we have for oxygen, water, protein, salt, sugar, calcium, and other minerals and vitamins. They also include the need to maintain a pH balance (getting too acidic or base will kill you) and temperature (98.6 or near to it). Also, there's the needs to be active, to rest, to sleep, to get rid of wastes (CO₂, sweat, urine, and feces), to avoid pain, and to have sex. Maslow believed, and research supports him, that these are in fact individual needs, and that a lack of, say, vitamin C, will lead to a very specific hunger for things which have in the past provided that vitamin C -- e.g. orange juice. I guess the cravings that some pregnant women have, and the way in which babies eat the most foul tasting baby food, support the idea anecdotally.

NEED 2 – SECURITY NEEDS

When the physiological needs are largely taken care of, this second layer of needs comes into play. You will become increasingly interested in finding safe circumstances, stability, protection. You might develop a need for structure, for order, some limits. Looking at it negatively, you become concerned, not with needs like hunger and thirst, but with your fears and anxieties. In the ordinary American adult, this set of needs manifest themselves in the form of our urges to have a home in a safe neighborhood, a little job security and a nest egg, a good retirement plan and a bit of insurance, and so on.

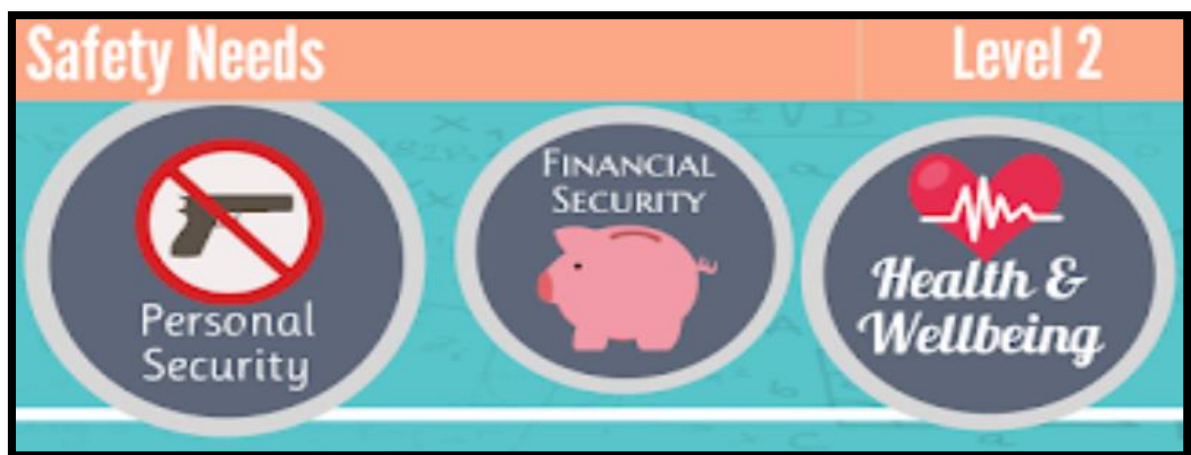


Fig.1.5.3.Figure shows security needs

NEED 3 – LOVING NEEDS



Fig.1.5.4.Figure shows loving needs

When physiological needs and safety needs are, by and large, taken care of, a third layer starts to show up. You begin to feel the need for friends, a sweetheart, children, affectionate relationships in general, even a sense of community. Looked at negatively, you become increasingly susceptible to loneliness and social anxieties. In our day-to-day life, we exhibit these needs in our desires to marry, have a family, be a part of a community, a member of a church, a brother in the fraternity, a part of a gang or a bowling club. It is also a part of what we look for in a career.

NEED 4 – ESTEEM NEEDS



Fig.1.5.5. Figure shows esteem needs

Next, we begin to look for a little self-esteem. Maslow noted two versions of esteem needs, a lower one and a higher one. The lower one is the need for the respect of others, the need for status, fame, glory, recognition, attention, reputation, appreciation, dignity, even dominance. The higher form involves the need for self-respect, including such feelings as confidence, competence, achievement, mastery, independence, and freedom. Note that this is the “higher” form because, unlike the respect of others, once you have self-respect, it’s a lot harder to lose! The negative version of these needs is low self-esteem and inferiority complexes. Maslow felt that Adler was really onto something when he proposed that these were at the roots of many, if not most, of our psychological

problems. In modern countries, most of us have what we need in regard to our physiological and safety needs. We, more often than not, have quite a bit of love and belonging, too. It's a little respect that often seems so very hard to get! All of the preceding four levels he calls deficit needs, or D-needs. If you don't have enough of something -- i.e. you have a deficit -- you feel the need. But if you get all you need, you feel nothing at all! In other words, they cease to be motivating. As the old blues song goes, "you don't miss your water till your well runs dry!" He also talks about these levels in terms of homeostasis. Homeostasis is the principle by which your furnace thermostat operates: When it gets too cold, it switches the heat on; When it gets too hot, it switches the heat off. In the same way, your body, when it lacks a certain substance, develops a hunger for it; When it gets enough of it, then the hunger stops. Maslow simply extends the homeostatic principle to needs, such as safety, belonging, and esteem, that we don't ordinarily think of in these terms.

Maslow sees all these needs as essentially survival needs. Even love and esteem are needed for the maintenance of health. He says we all have these needs built in to us genetically, like instincts. In fact, he calls them instinctoid -- instinct-like -- needs.

In terms of overall development, we move through these levels a bit like stages. As newborns, our focus (if not our entire set of needs) is on the physiological. Soon, we begin to recognize that we need to be safe. Soon after that, we crave attention and affection. A bit later, we look for self-esteem. Mind you, this is in the first couple of years!

Under stressful conditions, or when survival is threatened, we can "regress" to a lower need level. When your great career falls flat, you might seek out a little attention. When your family ups and leaves you, it seems that love is again all you ever wanted. When you face chapter eleven after a long and happy life, you suddenly can't think of anything except money.

These things can occur on a society-wide basis as well: When society suddenly flounders, people start clamoring for a strong leader to take over and make things

right. When the bombs start falling, they look for safety. When the food stops coming into the stores, their needs become even more basic.

Maslow suggested that we can ask people for their “philosophy of the future” -- what would their ideal life or world be like -- and get significant information as to what needs they do or do not have covered. If you have significant problems along your development -- a period of extreme insecurity or hunger as a child, or the loss of a family member through death or divorce, or significant neglect or abuse -- you may “fixate” on that set of needs for the rest of your life.

This is Maslow’s understanding of neurosis. Perhaps you went through a war as a kid. Now you have everything your heart needs -- yet you still find yourself obsessing over having enough money and keeping the pantry well-stocked. Or perhaps your parents divorced when you were young. Now you have a wonderful spouse -- yet you get insanely jealous or worry constantly that they are going to leave you because you are not “good enough” for them. You get the picture.

NEED 5 – SELF ACTUALIZATION NEEDS

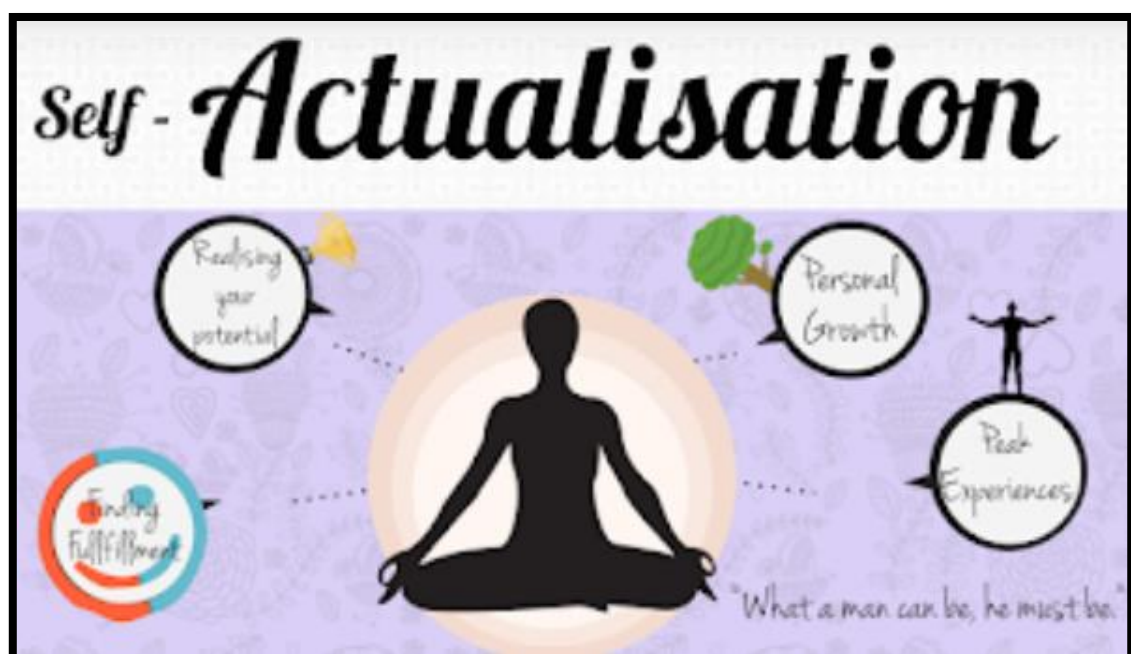


Fig.1.5.6.Figure shows self actualization needs

The last level is a bit different. Maslow has used a variety of terms to refer to this level: He has called it growth motivation (in contrast to deficit motivation), being needs (or B-needs, in contrast to D-needs), and self-actualization. These are needs that do not involve balance or homeostasis. Once engaged, they continue to be felt. In fact, they are likely to become stronger as we “feed” them! They involve the continuous desire to fulfill potentials, to “be all that you can be.” They are a matter of becoming the most complete, the fullest, “you” -- hence the term, self-actualization. Now, in keeping with his theory up to this point, if you want to be truly self-actualizing, you need to have your lower needs taken care of, at least to a considerable extent. This makes sense: If you are hungry, you are scrambling to get food; If you are unsafe, you have to be continuously on guard; If you are isolated and unloved, you have to satisfy that need; If you have a low sense of self-esteem, you have to be defensive or compensate. When lower needs are unmet, you can't fully devote yourself to fulfilling your potentials. It isn't surprising, then, the world being as difficult as it is, that only a small percentage of the world's population is truly, predominantly, self-actualizing. Maslow at one point suggested only about two percent!

He began by picking out a group of people, some historical figures, some people he knew, whom he felt clearly met the standard of self-actualization. Included in this august group were Abraham Lincoln, Thomas Jefferson, Albert Einstein, Eleanor Roosevelt, Jane Adams, William James, Albert Schweitzer, Benedict Spinoza, and Aldous Huxley, plus 12 unnamed people who were alive at the time Maslow did his research. He then looked at their biographies, writings, the acts and words of those he knew personally, and so on. From these sources, he developed a list of qualities that seemed characteristic of these people, as opposed to the great mass of us.

These people were reality-centered, which means they could differentiate what is fake and dishonest from what is real and genuine. They were problem-centered, meaning they treated life's difficulties as problems demanding solutions, not as personal troubles to be railed at or surrendered to. And they had a different perception of means and ends. They felt that the ends don't necessarily justify the

means, that the means could be ends themselves, and that the means -- the journey -- was often more important than the ends.

The self-actualizers also had a different way of relating to others. First, they enjoyed solitude, and were comfortable being alone. And they enjoyed deeper personal relations with a few close friends and family members, rather than more shallow relationships with many people.

They enjoyed autonomy, a relative independence from physical and social needs. And they resisted enculturation, that is, they were not susceptible to social pressure to be "well adjusted" or to "fit in" -- they were, in fact, nonconformists in the best sense.

They had an unhostile sense of humor -- preferring to joke at their own expense, or at the human condition, and never directing their humor at others. They had a quality he called acceptance of self and others, by which he meant that these people would be more likely to take you as you are than try to change you into what they thought you should be. This same acceptance applied to their attitudes towards themselves: If some quality of theirs wasn't harmful, they let it be, even enjoying it as a personal quirk. On the other hand, they were often strongly motivated to change negative qualities in themselves that could be changed. Along with this comes spontaneity and simplicity: They preferred being themselves rather than being pretentious or artificial. In fact, for all their nonconformity, he found that they tended to be conventional on the surface, just where less self-actualizing nonconformists tend to be the most dramatic.

Further, they had a sense of humility and respect towards others -- something Maslow also called democratic values -- meaning that they were open to ethnic and individual variety, even treasuring it. They had a quality Maslow called human kinship - social interest, compassion, humanity. And this was accompanied by a strong ethics, which was spiritual but seldom conventionally religious in nature.

And these people had a certain freshness of appreciation, an ability to see things, even ordinary things, with wonder. Along with this comes their ability to be creative, inventive, and original. And, finally, these people tended to have

more peak experiences than the average person. A peak experience is one that takes you out of yourself, that makes you feel very tiny, or very large, to some extent one with life or nature or God. It gives you a feeling of being a part of the infinite and the eternal. These experiences tend to leave their mark on a person, change them for the better, and many people actively seek them out. They are also called mystical experiences, and are an important part of many religious and philosophical traditions.

Maslow doesn't think that self-actualizers are perfect, of course. There were several flaws or imperfections he discovered along the way as well: First, they often suffered considerable anxiety and guilt -- but realistic anxiety and guilt, rather than misplaced or neurotic versions. Some of them were absentminded and overly kind. And finally, some of them had unexpected moments of ruthlessness, surgical coldness, and loss of humor.

1.5.4. RELATING MASLOW'S HIERARCHY OF NEEDS WITH EMPLOYEE RETENTION:

According to Maslow's hierarchy of human needs, people are motivated by five basic needs. These needs are arranged in the order in which a person seeks to retain in organization. These needs are:

1. Physiological needs - These are basic needs for sustaining human life itself. Food, water, clothing, shelter, sleep and sexual satisfaction.
2. Security Needs - These are the needs to be free from physical danger and the fear of loss of a job, job security, health-care etc
3. LOVING NEEDS - Since people are social beings they need to belong, to associate, to gain acceptance from associates to give and receive friendship and affection.
4. ESTEEM NEEDS - These are egoistic needs which include those of self confidence, achievement, competence, knowledge self respect and desire for independence and freedom.
5. Self-actualization NEEDS - At the apex of the hierarchy is the need for self-actualisation. It is the desire to become what one is capable of becoming- to maximize one's potential and to accomplish something.

The needs are arranged in order of importance under the assumption that a lower level need is satisfied before the next higher level need becomes a retaining factor. People try to satisfy their physiological needs first. When their basic needs are ensured, they seek security, belongingness, esteem and finally self-actualization. When one need is satisfied, next higher level need emerges to take its place. People are always striving to satisfy the new needs that emerge. Since the need hierarchy theory of Abraham Maslow is being the core of study in my research. Since the study aims at analyzing the relevance and applicability of this theory to employees of leather company, a detailed discussion is important and imperative.

Need levels 1 and 2 are typically called lower order needs and levels 3, 4 and 5 are called higher order needs. The differentiation between the two levels was made on the premise that the higher order needs are satisfied internally to the person, whereas lower order needs are predominantly satisfied externally.

Needs are the "initiating and sustaining forces of behavior. They have a direct influence on an individual since they determine in part one's thoughts and actions. A person's needs, working in conjunction with emotions and other psychological functions, act as the motives that dictate actions or behaviour. Any individual's behaviour is aimed at satisfying some set of needs at a given point of time. The wants - objectives - behaviour chain indicates that any approach to understanding motivation should begin with a treatment of human wants or needs.

The Need Hierarchy Theory states that human behaviour is influenced by a set of needs. The needs are arranged in a hierarchy of 'prepotency' meaning that, as a person fulfills a lower need, the next higher need becomes important in directing the person's behaviour.

1.5.5. POSTULATES OF NEEDS HIERARCHY THEORY:

The major postulates of the Need Hierarchy Theory formulated by Maslow are:

- Needs can be classified into five groups and arranged in a hierarchy.
- When one need is satisfied, another need emerges to be satisfied.

- When a need is satisfied, it is no longer a motivator of behaviour.
- Eventhough there is a school of thought which say that fulfilled need motivate employees, in reality it is only unfulfilled needs that motivate human behaviour.
- Until the basic physiological needs are met, higher order needs won't motivate behaviour. Maslow explains that "a person who is lacking food, safety, love and esteem probably would hunger for food more strongly than anything else".
- The need with the greatest strength at a particular moment leads to activity.
- Satisfied needs decrease in strength and normally do not motivate individuals to seek goals to retain in company.
- Physiological needs take precedence over other needs when thwarted. Consequently, the person lacking everything in life would probably be motivated by physiological needs.
- For a starving person, higher level needs become temporarily non - existent or are pushed into the background; a person who is deprived of food, safety, companionship and esteem will probably want food more strongly than everything else. All the abilities of a starving person may be directed toward hunger satisfaction. Conscious and unconscious acts become directed by hunger motivations - a hungry person thinks of food, wants food, dreams about food and has fantasies about food as a drowning person thinks of air.
- As Maslow aptly put its - "It is quite true that man lives by bread alone - where there is no bread. But what happens to man's desires when there is plenty of bread and when his belly is chronically filled?" Maslow's answer is that at once other higher level needs emerge to demand satisfaction, and the process continues "from belly to brains", through the satisfaction of needs at each level. This continued emergence of new needs is what is meant by a hierarchy of needs.
- Although this motivation theory is popularly known as Need Hierarchy Theory, Maslow himself calls it as 'holistic - dynamic' theory because it fuses the points of view of different schools of psychological thought and it conforms to known clinical, observational and experimental facts.

- Maslow identified a hierarchy of five levels of needs, arranged in the order in which a person seeks to retain in company.

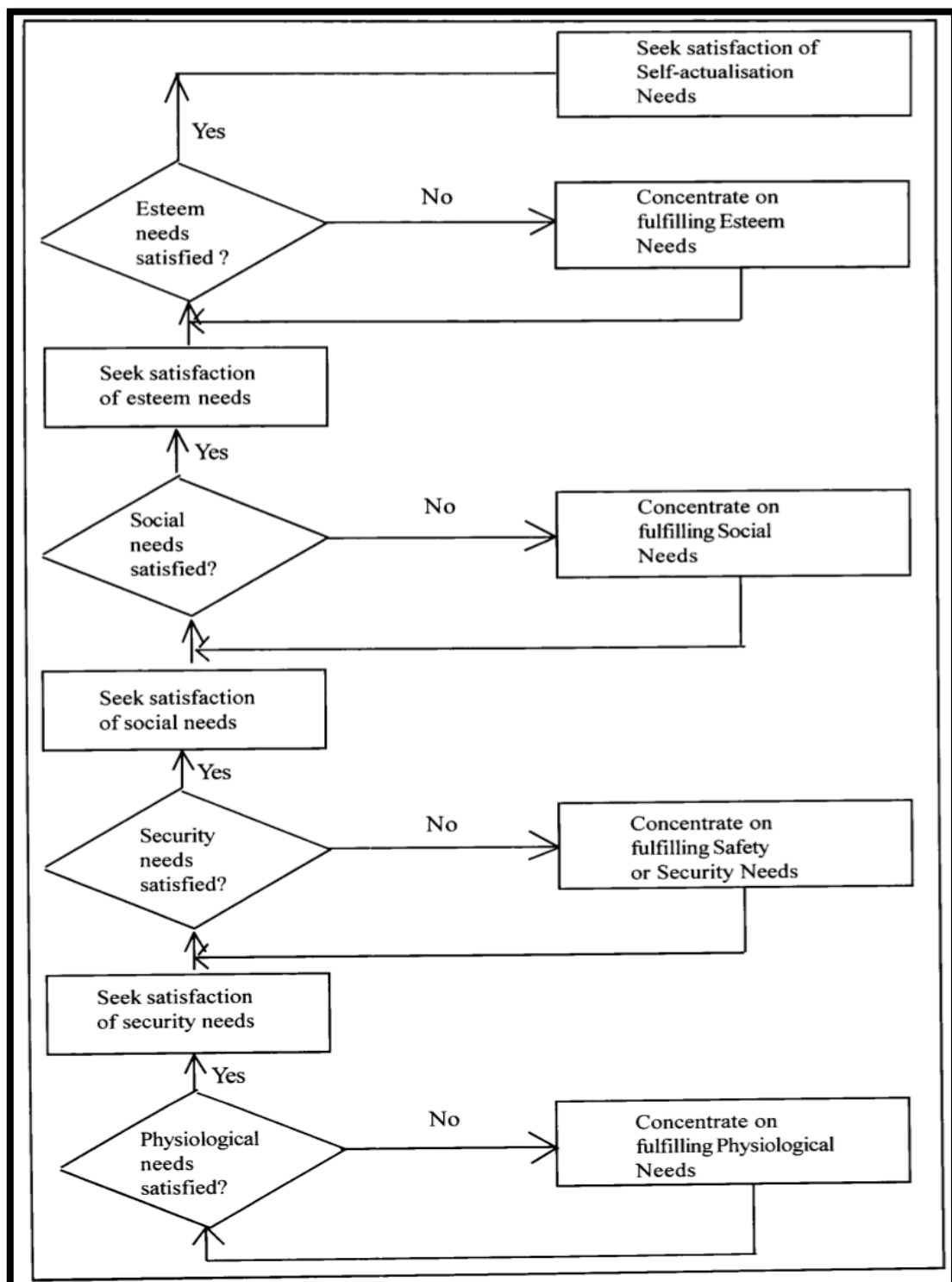
1.5.6.THE PROCESS OF NEED GRATIFICATION:

- Maslow contented that people will remain at one level until all their needs at that level are satisfied.
- For example, as long as a person is hungry or thirsty, the physiological needs dominate.
- Once they have been satisfied, the needs in the safety category become important.
- When safety needs have been largely gratified, new and higher level needs arise, and so on.
- The hierarchy of needs model is dynamic. It presents motivation as a constantly changing force, expressing itself through the constant striving for fulfillment of new and higher level of needs.
- Instead of resting on their laurels, when one goal is reached or a need is satisfied, individuals typically redirect their efforts and capabilities toward the attainment of still higher goals.

Chart 1.12.Chart representing the Hierarchy of Needs



Chart 1.13. Chart representing the Process of Need Gratification



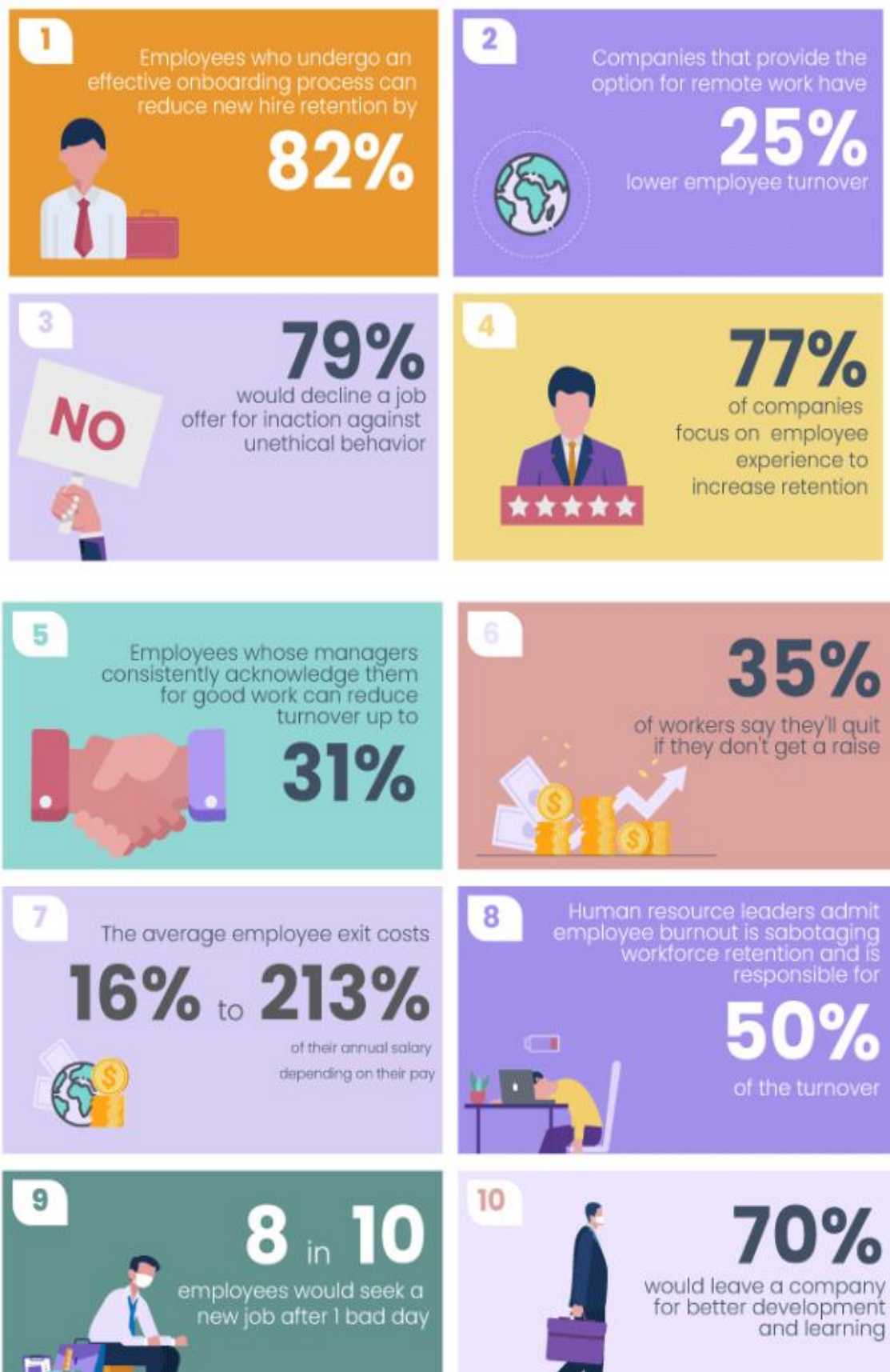
1.6.STATEMENT OF THE PROBLEM:

Employee Retention is not about managing retention. It is about managing people. If an organization manages people well, employee retention will take care of itself. People want to work for an organization which provides: Appreciation for the work

done, Ample opportunities, A friendly and cooperative environment, A feeling that the organization is second home to employee. Employee retention has become a major goal of the organization.

- 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.
- In today's competitive world where every organization is trying to gain maximum results & employees looking for opportunities to fulfill their demands the retention of an individual in an organization is not for long & without the employees, an organization cannot function well. It's important to understand the various problems an organizations faces in order to maintain the employees & use methods to overcome these problems & retain employees in the organization.
- Retention of best, talent, and most desirable employees is a key challenge to Leather Company. HRM department should take a deep concern in their employee turnover rate because it incurs direct and indirect expenses. In order to attain corporate goals, leather industry has to retain their key employees. Thus, issues relating to these have been drawing the attention, like - Do leather industries in Nungambakkam apply fair HR practices to retain their key employees? Is there any problem of high employee turnover in leather industry? Do the leather industry are practicing motivational efforts to retain their talents? Are employees satisfied with their present job? What are the employee retention strategies followed by them.
- It can be a problem because of increased recruiting, selection, training costs and work disruptions. Poor compensation and benefits, negative work environment, frustration, constant friction with their superiors or other members, unfair treatment, lack of recognition; challenging job, job security, motivation, and opportunity for career development are the main causes of leaving or quitting job by employees. Thus, organization should address these things in time to retain their key employees. This study examines the employee retention strategies followed by leather company.

Chart 1.14. Chart representing the Problems of Retention



1.7. OBJECTIVES OF THE STUDY:

The general objective of the study was to relate Maslow's Hierarchy Needs Theory with employee retention in special reference to KH Leather Exports India Private Limited. Specific Research Objectives,

1. To study about the perception of employee retention in KH Leather Exports India Private Limited
2. To ascertain the problems of the employees working in KH Leather Exports India Private Limited & give suggestions.
3. To analyze the hierarchy of needs set by Maslow with employee retention with special reference to KH Leather Exports India Private Limited.
4. To explore the association between human resources practices and employees retention in KH Leather Exports India Private Limited.
5. To evaluate the existing employees' retention strategies adopted by the KH Leather Exports India Private Limited.

1.8.NEED OF THE STUDY:

- ❖ The topic **“A STUDY OF RELATING MASLOW’S HIERARCHY NEEDS THEORY TOWARDS EMPLOYEE RETENTION WITH SPECIAL REFERENCE TO KH LEATHER EXPORTS INDIA PRIVATE LIMITED, CHENNAI”** is selected to understand the various needs such as Physiological needs, Security Needs, Loving Needs, Esteem Needs and Self Actualization Needs, their perception and satisfaction level of employees, adaptability and sustainability in the company.
- ❖ This study is used for any further studies regarding the employee retention strategies.
- ❖ This study is needed to find the solutions for the challenges of employee retention.
- ❖ To study the impact of Maslow Hierarchy needs theory on employees in this leather company.
- ❖ To suggest measures to improve the present situation of the company and employees to retain for long time.
- ❖ To identify areas and activities that has greatest potential in retaining employees and

- ❖ This study helps to identify the factors causing dissatisfaction to the employees.

1.9. SCOPE AND SIGNIFICANCE OF THE STUDY:

- ❖ This study focused on the employee retention relating with the Maslow's hierarchy needs such as Physiological, Security, Loving, Esteem and Self Actualization needs and how it helps the employees to retain and the challenges that they are facing in company.
- ❖ This studies indicated that the variables of the study played a vital role in retaining employees for a longer period of time.
- ❖ This study is conducted to analyze the factors that helps to retain employees.
- ❖ This study will help to find solutions for the various problems of employees.
- ❖ This study has a scope of preparing various articles related to Employee retention.

The results ascertained are seen in the upcoming chapters.

1.10. VARIABLES OF THE STUDY:

A. PHYSIOLOGICAL NEEDS:

Physiological needs are the biological needs required to preserve human life. These needs include need for food, clothing and shelter. All these basic needs are recurring needs. These needs are essential to the very existence. They are powerful determiners of behaviour.

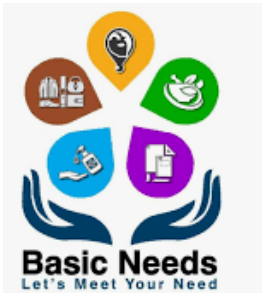
The Physiological needs become all powerful, the longer they go without satisfaction. The strength of these needs is obvious because of their capability to divert our attention from whatever we are doing until we relieve that need. The satisfaction of physiological needs is usually associated in our society with money. Money is used as a means to be used to satisfy other motives. Thus it is what money can buy, not money itself, that satisfies one's physiological needs.

Today in organizations such needs must be viewed more broadly. A large number of organizations are now providing workers with child care facilities, subsidised

lunch programmes, housing facilities etc. According to Maslow's Theory, once these basic needs are satisfied, they no longer motivate and will be motivated only by the next higher level of needs.

In this research it highlights on the following,

Table 1.15. Table indicating the variables of Physiological Needs

S.NO	PHY - VARIABLES	PARTICULARS (Relating Maslow's Theory with Employee Retention)
1.	BASIC NEEDS 	Food, water, clothing, sleep, and shelter are the bare necessities for anyone's survival. Tangible financial incentives (e.g., base salaries, bonuses, etc.) are key here because they enable employees to meet needs related to food, drink, shelter, clothing, etc. An employee's most basic need is to provide for themselves and their family, so it makes sense that it is the first (and most important) one. The good news for employers is that this need is very easy to satisfy — but don't forget to revisit this tier from time to time since employees will leave organizations for something as simple as a higher salary.
2.	PROPER PAY PACKAGE 	Properly compensating employees shows you value them as workers and as human beings. When people feel valued, they feel better about coming in to work. Overall company morale increases and people are motivated to come to work and do a good job.
3.	ADEQUATE REMUNERATION 	When employees are adequately compensated, they feel motivated to come to work. Their morale remains high, and their job satisfaction levels increase. High morale ensures that employees are motivated enough to come to work every day and deliver work to the best of their abilities
4.	PAY PACKAGE OFFERED 	A higher salary is a way to show employees that they are valued. Companies can also demand higher quality of work and higher levels of productivity in exchange for that higher salary. Employee benefits are more important than salary , because they provide better experience for employees and increase satisfaction. While salary is important, other forms of compensation, whether they be benefits or unique perks, can often be even more effective to recruit and retain talent

5.	INDIVIDUAL INCENTIVE SCHEMES 	Individual incentives are based on the performance of the individual. This type of incentive is often used to help retain top performers. This incentive plan helps ensure compensation is commensurate with employee accomplishment. When it comes to employees, rewards and incentives in the workplace have benefits for both employees and employers. When recognising employees for their performance and productivity, it can improve morale, job satisfaction and motivation to support organisations in achieving their aims
6.	PERIODICAL REVISION 	The review process enables valuable conversations with employees, giving regular feedback and encouragement, drawing attention to what's important, and ensuring they have all the tools, skills, and knowledge to do the job well. By reviewing the performance of your staff members at periodic intervals, they will gain greater understanding of how their position contributes to the goals of the company and likely become more invested in the outcome.
7.	CANTEEN FACILITIES 	To ensure that their employees get fresh and warm food that is not just delicious but healthy too. Most modern offices today, are well known for their efficient canteens that churn out fresh meals, desserts and drinks for their staff. Employers must provide welfare facilities and a working environment that's healthy and safe for everyone in the workplace, including those with disabilities. You must have: welfare facilities – the right number of toilets and washbasins, drinking water and having somewhere to rest and eat meals
8.	GAMES AND CULTURAL EVENTS 	As a good team culture improves employee engagement, it triggers reductions in turnover. It reduces interpersonal conflicts. A good team culture promotes cohesiveness among workers, so it's likely to reduce conflicts within the workforce. Enjoying time with colleagues in a relaxed and fun environment encourages honest and open discussion and trust in one another. If employees are friends with the people they work with, as opposed to simply being colleagues, then they'll work better together and communicate more effectively.

B. SECURITY NEEDS:

Security needs refer to a person's desire for security or protection. Once the physiological needs become relatively well gratified, the second level needs begin to manifest themselves and dominate human behaviour. These include:

- a) Protection from physiological danger (Fire, accident etc)
- b) Economic security (fringe benefits, health, insurance, pension programme etc.)
- c) Desire to achieve some control over uncertainties of life.

An example of transition from physiological to Security needs as motivators is the way demands of labour unions have changed. In earlier years the unions demanded greater pay (for gratification of physiological need). Recent negotiations emphasis accident prevention through safety measures, job security, and other fringe benefits. Security needs may serve as motivators, if they are not reasonably satisfied. Generally organizations tend to over-emphasize the security needs by providing elaborate safety arrangements, fringe benefits, health care - accident insurance plans etc., in an attempt to motivate employees.

In this research it highlights the following,

.Table 1.16.Table indicating the variables of Security Needs

S.NO	SEC - VARIABLES	PARTICULARS (Relating Maslow's Theory with Employee Retention)
1.	JOB SECURITY 	Job security provides the employee with a sense of security and increased confidence that result in better productivity. Job security creates loyalty and a desire to be the best and the company, in turn, gains a hardworking and loyal employee. Job security is a sense of knowing that your job is safe from being cut. It's an assurance that you will be able to work in your current employment for the foreseeable future. Job security comes with a feeling of protection against things like layoffs, economic downfalls, and other factors that could impact employment
2.	GOOD EQUIPMENT 	The most important thing in any workplace is safety. With that in mind, all equipment should be safe to use at any time. If not properly maintained, your equipment could break, wires could split and parts could fall off and go missing. This could ultimately mean that your equipment is too dangerous to use. Increased productivity means being able to serve a lot of customers. The right equipment boosts your confidence as you can do

		your job easily and quickly. With the right equipment, your work will be lighter and smoother. As a result, you meet your and your client's expectations
3.	RETIREMENT BENEFITS 	Retirement and pension benefits are given to a retired government official to make sure that they have a constant income and a secured life. Retirement accounts are intended to provide you with income when you stop working and are an extremely valuable asset. Without a retirement plan, you will have no other option other than to keep working past the “traditional” retirement age, as it is unlikely Social Security will provide you with enough income.
4.	COMPANY'S ABILITY 	Employers must give their employees a place to work and make sure they have access to it. They must give them the tools, equipment and other things they need to do their work. Employers must pay their employees the salary and benefits they agreed to, including vacation, paid holidays and other types of holidays. Employees are our most important customers because they can provide crucial insights into the overall customer experience. But they are often overlooked or neglected, and most companies do not view them as valuable assets – either in terms of providing insights into the customer experience, or as brand ambassadors.
5.	WORKING CONDITION 	Work conditions can have a significant impact on morale and productivity. In addition, healthy work conditions also protect the well-being of employees, reducing the chances of workplace injuries along with resulting financial liabilities and the need to take time off. For too many workers today, unhealthy work environments are prevalent. Employees are far more likely to experience a slew of mental and physical health problems including stress, anxiety, depression, alcoholism, hypertension and many other negative outcomes than come home feeling energized and happy.
6.	SAFETY MEASURES	Safety in the workplace has a significant impact on many business KPIs. In other words, safer working environments benefit from fewer accidents, which results in fewer occupational health costs, better employee retention and satisfaction, less employee downtime, and less retraining time. Without the proper workplace safety measures in place, a company puts its employees, customers, brand reputation and revenues in danger. Additionally, failure to teach employees how to

		maintain a safe work environment may lead to on-the-job accidents, injuries and, worst of all, fatalities. A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness costs, reduce absenteeism and turnover, increase productivity and quality, and raise employee morale. In other words, safety is good for business
--	---	---

C. LOVING NEEDS:

The next rung in Maslow's hierarchy of needs is occupied by the Loving needs. The social or belongingness needs are a reflection of the fact that people are Loving beings, needing the company or companionship of others. In a search for companionship and belongingness, the individual might behave in ways that are more socially acceptable to others.

This level of needs marks the departure from essentially economic goals to a quest for mental health. Since man is a social being, he wants to belong, to associate, to gain acceptance from associates, to give and receive friendship and affection. Belongingness and love needs focus on the social aspects of work as well as non - work situations. Organizations meet these social needs by providing opportunities for social interactions such as coffee breaks, organized sports or other recreational opportunities. Loving needs provide meaning to work life. Satisfied Loving needs are apparent in a work situation when an individual becomes so much a part of the group he is working with that he sees the group's effort as his own.

In this research, it highlights the following,

Table 1.17. Table indicating the variables of Loving Needs

S.NO	LOV - VARIABLES	PARTICULARS (Relating Maslow's Theory with Employee Retention)
1.	GOOD RELATIONSHIP 	A healthy employee relation reduces the problem of absenteeism at the work place. Individuals are more serious towards their work and feel like coming to office daily. They do not take frequent leaves and start enjoying their work. Employees stop complaining against each other and give their best. Positive manager-employee relationships in the workplace encourage productivity and cooperation

		among workers. Thus, a mutual level of respect between a manager and an employee brings more willingness from both sides to offer support and perform better. Healthy employee relations lead to more efficient, motivated and productive employees which further lead to increase in production level.
2.	SOCIAL EVENTS 	This will lead to friendships and positive relationships within the workplace. Also, social events allow employees to relax and reduces stress. By organising a social event, you are showing your appreciation for your employees and demonstrating that you care about their health and wellbeing. Social events develop social skills and empathy—the outward-oriented dimensions of emotional intelligence (EQ). The interactions or conversations elicited by events helps students build relationships, understand different perspectives and engage other cultures. Strong social connections make people happier and physically healthier, which can translate into work performance. Employers who support social connections in the workplace and help employees form strong relationships with one another help build a successful workforce.
3.	FRIENDLY ATMOSPHERE 	This will improve communication, allowing for operations to run smoothly and further reducing stress. It will also allow employees to focus more on their jobs and provide better quality work, increases the productivity of your company. Develop meaningful bonds with your fellow workers. Exchange ideas and personal opinions. Show your empathy and concern for their well being as people, as well as co-workers. Take time to learn about their families and their goals. In order to maintain that level of respect, it's best to create some form of distance. Be self-aware at all times. Relax but don't relax too much. Give information away in order to bond with them, but not too much.
4.	GRIEVANCE REDRESSAL 	Grievance redressal policy is the procedure provided by employer to employee so that they can vent out the issue or complication they face and to get a proper solution to this. It encourages employees to raise concerns without fear of reprisal. It provides a fair and speedy means of dealing with complaint. It prevents minor disagreements developing into more serious disputes. It serves as an outlet for employee frustrations and discontents.
5.		The direct subordinate reports to the supervisor and relies on the supervisor for direction,

	SUPERVISOR – SUBORDINATE RELATIONSHIP 	leadership and feedback. Additionally, it is the responsibility of the supervisor in this relationship to lead and help develop the skills of the subordinate. One of the most important pillars of relationship management in the workplace is setting clear expectations. This means that supervisors must identify specific outcomes they want their staff to complete. Provide staff with a clear job description and a list of tasks so they understand what they are responsible for. Research shows that when employees build strong relationships with their supervisors, they are more likely to be pleased with their job and likely perform better than they would if the relationship with their supervisor was negative
6.	COOPERATION 	Working in teams enables employees to be quicker and more effective in their work, as compared to people who work on projects on their own. Collaborating also makes employees more responsible, which goes a long way in raising their motivation levels, especially when teams work virtually. Managers can make the workplace more welcoming by working to foster cooperation between employees and management and reduce problems that can leave employees dissatisfied or eager to quit their jobs. Cooperation also means taking turns and helping each other out. Give your colleague your undivided attention. Never attempt to listen to a coworker while you are preoccupied with other things. It may feel insulting to them, and you will never fully understand what they need from you. Ask to re-schedule the conversation for another time if you are busy.

D. ESTEEM NEEDS

Needs diminish in their ability to affect what a person does as those needs become satisfied. With their satisfaction, a new class of needs comes into prominence, displacing the former needs. Thus as the social needs become relatively satisfied, the new need of esteem emerges as a motivator. Esteem needs are the needs for self-esteem and the respect of others. It reflects the wish (while being accepted by others) to be set apart by being recognized as some one special. This might come about as a result of some achievement of which one is proud and for which recognition is sought.

This need can be separated into two parts - internal and external recognition. Internal recognition is the self-respect one has and seeks. External recognition is public acclaim or esteem arising out of recognition and appreciation of the individual or his deeds.

Esteem needs represent the higher order needs of human beings. The needs for power, achievement and status, greater responsibility, competence, skills etc., are part of this level. Satisfaction of esteem needs produces feelings of self - confidence, worth, strength, capability and adequacy, of being useful and necessary in the world. An important feature of these needs is that these needs are only partly satiable. Unlike lower order needs, these needs are rarely satisfied

In this research, the study attempts to find out the following,

Table 1.18. Table indicating the variables of Esteem Needs

S.NO	EST - VARIABLES	PARTICULARS (Relating Maslow's Theory with Employee Retention)
1.	SUPERVISOR RECOGNITION 	Recognition helps employees see that their company values them and their contributions to the success of their team and the company overall. This is particularly key when organizations grow or change. It helps employees build a sense of security in their value to the company, motivating them to continue great work. Employee recognition is important because it boosts morale, increases productivity, and builds positive relationships. Praising employees for their achievements reinforces quality performance—benefitting both the staff and the organization. Employee appreciation is a fundamental human need. When employees feel appreciated and recognized for their individual contributions, they will be more connected to their work, their team, and your organization as a whole
2.	PRIDE 	Celebrating Pride in the workplace is a great way to promote awareness and equality within the company as well as increasing understanding of the issues faced. For some, it's that feeling of satisfaction you get when a particular task's been achieved. For others, it's an ongoing commitment to high professional standards, even if the end products aren't always perfect. Pride can be based on definitive results, such as output, efficiency or profit. Engaging employees is critical for retaining valuable talent and is an important piece of the employee satisfaction puzzle; as disengaged employees are

		more likely to leave their jobs.
3.	ACCESS TO HIGHER LEVEL 	Employee promotion is a crucial element of an organization's rewards and recognition program. This is because a study shows more than a quarter of employees leave the organization for lack of rewards recognition. This reduces retention, employee engagement, and motivation. A promotion is not only a way to add more responsibilities to an employee but is a major form of boosting employee motivation and morale. This results in high productivity and prevents your company from losing its valuable and important employees. Promoting from within a company helps keep productivity high. New employees appreciate opportunities for advancement and the potential for growth. If your employees know there is a potential career path within the organization, you are less likely to lose promising staff to another organization.
4.	SELF INITIATIVE 	Taking initiative on certain projects establishes you as a valuable team member at work, and may lead to future success. By taking initiative in a job, it demonstrates self-confidence and shows that you are willing to put in the hard work necessary to improve your professional life or personal life. When you show initiative, you do things without being told; you find out what you need to know; you keep going when things get tough; and you spot and take advantage of opportunities that others pass by. You act, instead of reacting, at work.
5.	CAREER DEVELOPMENT 	Career development increases employee motivation and productivity. Attention to career development helps you attract top staff and retain valued employees. Supporting career development and growth of employees is mandated by the Philosophy of Human Resources Management. Career development programs must help employees build a sustainable, future-proof and adaptable approach to the management of their careers. Career development is the link between an individual's drive and motivation and the organization's talent management strategy. Your reputation is the most precious thing you own in developing a career. You must be known for being a reliable, professional, and helpful individual.
6.	REWARDS AND RECOGNITION 	Rewarding and recognizing employees leads to greater employee engagement, which increases retention and helps create a more positive overall workplace. Incorporating a rewards and recognition program helps increase employee engagement, leading to many benefits for the company, like increased productivity and retention. Recognition helps employees see that their

		company values them and their contributions to the success of their team and the company overall. This is particularly key when organizations grow or change. It helps employees build a sense of security in their value to the company, motivating them to continue great work
--	--	---

E. SELF ACTUALIZATION NEEDS

The highest and the last class of needs on the hierarchy is self - actualization. It is also the weakest because all other needs on the hierarchy must be rather well satisfied in order for this class of needs to emerge.

Self - actualization needs go beyond the esteem needs in a significant fashion.

Maslow defines it as "the desire to become more and more what one is, to become everything one is capable of becoming" Esteem needs reflect the need to be differentiated from peers by virtue of accomplishments and achievements. Self-actualization needs point to the constant striving to realize one's full potential - whatever it is. Here one should realize his own potentialities for continued self - development.

Self – actualization is the desire to become all that one is capable of becoming. It is a growth need, where sky is the only limit. It reflects the individual's desires to grow and develop to their fullest potential. Individuals often want the opportunity to be creative on the job. To satisfy the self - actualizing needs of such individuals, organizations should provide growth and career opportunities, provide training and development programmes, encourage creativity and achievement.

In self-actualization, one is measured against the personal ideal of the greatest potential that individual is capable of fulfilling.

In this research, the study identifies the following,

Table 1.19. Table indicating the variables of Self Actualization Needs

S.NO	ACT - VARIABLES	PARTICULARS (Relating Maslow's Theory with Employee Retention)
1.	GIVING THE BEST	A person ultimately wants to feel they are doing the best they can in their position, which helps them feel motivated to continue on their career path and

		succeed. A self-actualized employee feels empowered and trusted, which encourages growth and engagement. The need people have to fulfill their highest potential; ability to control one's destiny and feel a sense of meaning and purpose in their lives. At this level, workers feel their employer is invested in their self-development – as whole beings, not just employees. By implementing regular talent planning meetings among managers and HR, having career discussions with employees and offering options such as fast-track management programmes your organisation can fulfil employees' self-actualisation needs while ensuring they have the expertise to fill future vacancies
2.	SELF DEVELOPMENT 	Personal growth and development empowers your employees to produce better results and meet their goals throughout the year. Through development opportunities within your workplace, you can expect to attract prospective employees, and keep your current employee population motivated, productive and confident. With implementation of a “Personal Development Plan” companies can make employees feel like their best interests matter, and the leadership cares about their dreams, goals, health and overall well-being. When this happens, employees respond by being motivated, engaged, and most of all happy at work
3.	ACCOMPLISHING DREAMS 	People with a strong sense of purpose, persistence and accomplishment perform better at work. People are more likely to give up on a task if they don't feel they have the necessary skills. A person who can align a task to their sense of meaning is much more likely to complete it. Set achievable targets. If a task seems too complicated, unachievable or like it's too far outside your skill-set, you're likely to feel overwhelmed and disheartened. Offer support but don't micromanage. Look at failure constructive, Reward hard work properly
4.	SELF FULFILLMENT 	A satisfied employee is one that is positive in their approach. They're proactive, productive and committed to contributing to the organization's goals. Prioritizing employee satisfaction will increase your bottom line profits, create lower employee turnover and improve overall company performance and productivity. The three main driving forces of a fulfilled life are firstly, the quality of our relationships, secondly, our mental and physical health and thirdly, the execution of meaningful, passionate, strength- and growth-oriented tasks

5.	POLICIES AND PROCEDURES 	Policies and procedures are an essential part of any organization . Together, policies and procedures provide a roadmap for day-to-day operations. They ensure compliance with laws and regulations, give guidance for decision-making, and streamline internal processes
6.	COMMITMENT 	Committed employees bring added value to the organisation, including through their determination, proactive support, relatively high productivity and an awareness of quality . Employees' being committed to work are also less likely to call in sick or to leave the organization. Organizational commitment helps organizations perform better and achieve their goals because their employees feel connected to the organization, are more productive and dedicated to their work. commitment at work is important because employers often seek individuals who will help a company or organisation succeed and take an active role in ensuring company success through their own professional development efforts and dedication .

F. EMPLOYEE RETENTION STRATEGIES:

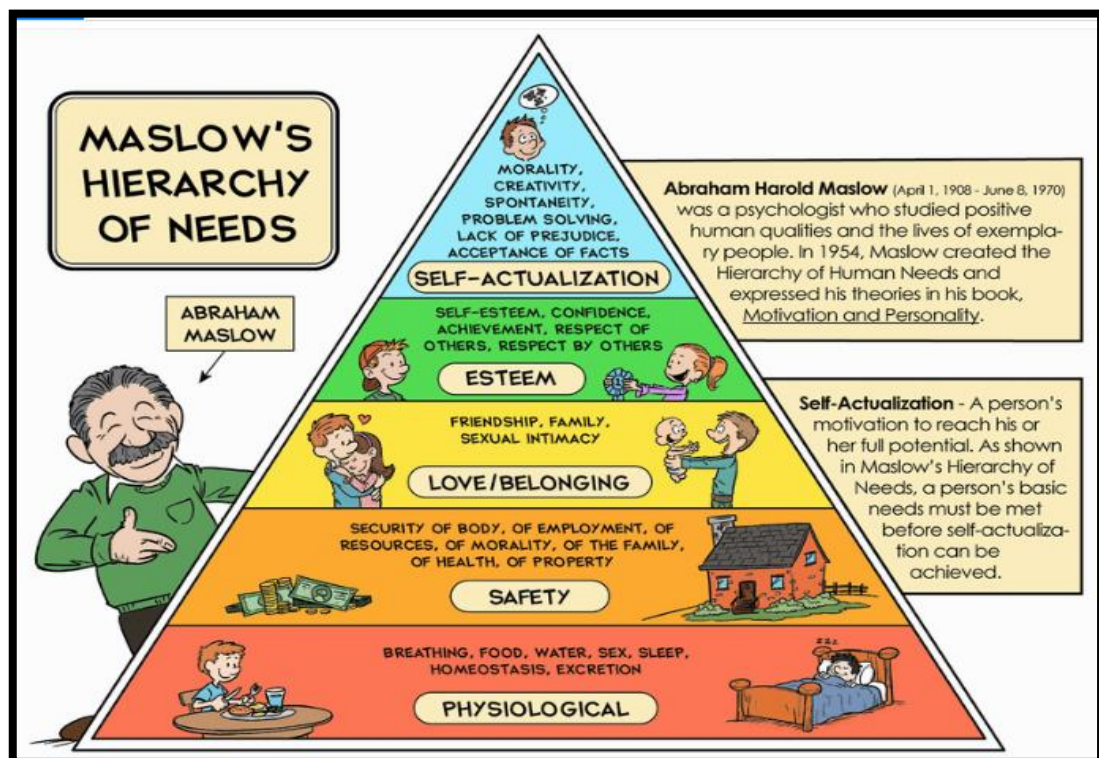


Fig.1.5.7. Figure shows the Relation of Retention with Maslow's Theory

Employee retention also refers to the various policies and practices applied within an organization for employees to stick to their jobs and fulfill their responsibilities over a longer period of time. The overall employee retention strategies are recommended. This research found the important employee retention strategies, the various employee retention factor of employees performing to leave and to stay, perception of employee retention among employees in leather industry, implementation of 3R's, the management during pandemic and the biggest challenge that they faced, employee suggestion scheme, Overall rating of Employee Retention and how likely the employees to stay in company for another year and how happy are they with teammates and supervisors.

1.11. ORGANIZATION OF CHAPTERS:

Chapter One titled **“INTRODUCTION”** commences with an introduction to the Employee Retention towards Leather Industry. The major research works in this area have been complied. It progresses to highlight approaches, findings and suggestions. It answers the questions of 5W (Why, When, Where, What, Who) and 2H (How, How much) and showed the importance of this study. It presents current scenario with the Leather industry profile highlighting its Market development, Market Condition, Labor force and the examples. Following that, It presents the KH EXPORTS INDIA PRIVATE LIMITED company profile highlighting its Organization structure, Overview of various departments, Accomplishments and Financial Statements. It postulates the Maslow's Hierarchy Needs Theory and related with the concept of Employee Retention. It throws light on the important variables of study such as Physiological Needs, Security Needs, Social Needs, Esteem Needs, Self Actualization Needs and Employee Retention Strategies. It elaborates the statement of the problem, Objectives, Needs, Scope and Significance of Research. It culminates with the details of the organization of chapters.

Chapter Two titled **“REVIEW OF LITERATURE”** highlights literature on the concept of maslow theory and importance of the Study of Employee Retention. It also reviews literature on the Physiological Needs, Security Needs, Social Needs, Esteem Needs, Self Actualization Needs and Employee Retention Strategies

referred from various articles, journals, books. It culminates with the research objectives.

Chapter Three titled “**RESEARCH METHODOLOGY**” commences with presentation of methodology of study used in this research. It presents the type of research design employed, details of sampling techniques, various sources of data collection methods, structure of questionnaire, conduct of pilot study such as sample size, duration of study, location, targeted people of research, hypothesis used with the statistical tests in SPSS, tools used for analysis.

Chapter Four titled “**DATA ANALYSIS AND INTERPRETATION**” is presented under two sections. The first section deals with the Percentage Analysis in the form of tables and charts such as Pie diagram, Bar diagram, Column diagram. The second section deals with the Statistical Analysis using SPSS hypothesis Analytical tools such as t test, one way ANOVA, Chi Square Test, Multiple Regression and Correlations. Results are gathered in this chapters.

Chapter Five titled “ **FINDINGS, SUGGESTIONS & CONCLUSION**” presents the summary of findings, recommendations for solving the challenges of Employee Retention, suggestions are given to retain employees in the company and solve the Retention problem by various employee retention strategies. Finally, conclusion is given with the scope for future research.

“**REFERENCES**” included the websites, author references, books used for the study.

“ANNEXURE – I” contains the Primary data used for the study that is “**QUESTIONNAIRE**” of 27 questions categorized with variables in 7 pages.

“ANNEXURE – II” contains the “**RESEARCH ARTICLES**” prepared from this thesis.

“ANNEXURE – III” contains the “**BIOGRAPHY**”.

The detailed study of my research are given in the following chapters..

CHAPTER - 2

REVIEW OF LITERATURE



CHAPTER 2 – REVIEW OF LITERATURE

2.1.INTRODUCTION:

In this Chapter, The various researchers has made an attempt to study the impacts of Employee Retention towards Leather Industry. This attempt helps to understand the problems faced by many employees in retaining in company, analyzing research studies made by earlier researchers in respect of Top Level Management, Middle Level Management and Lower Level Management.

For this purpose, the researcher has used various books, research journals and websites. The detailed list is further elaborated in Reference and bibliography. Through this Literature survey, researcher wants to find out which are the important parameters of Leather Industry Employees.

2.2. REVIEW OF LITERATURE:

2.2.1. ROL - PHYSIOLOGICAL NEEDS:

- **Don Hellriegel, John.W.Slocum Jr, Richard. W. Woodmann(2018)** in their book, Organisational Behavior, stated that the fulfillment of needs differs according to the job a person performs, a person's age and background, and the size of the company.
- **Jugurnath B et. al., (2016)** have explored the issues that affect employee's satisfaction and relationship between employee's satisfaction and retention. The results showed that the different determinants reward and recognition, involvement, physical work conditions, training and individual development, supervisor support, work life balance, work relations were positively correlated to employee satisfaction and also there was relationship between employee satisfaction and retention
- **Anitha(2014)** Researchers have linked employee turnover with the recruitment sources. They pay less attention towards the retention of the skilled employees. Employees run the organization but at times the organizations forget to treat them well.

- **Miranda, Rodrigo's (2011)** has stated the problem of Staff Retention. – aims at finding out and analyzing the factors that might influence the decision of officers to stick to the organization. The Salvation Army in Finland Salvation Army had made few positive changes such as allowing marriage between officers and non-officers; private health care and flexibility in training. They also introduced the possibility for applying for jobs inside the Company (internal recruiting).
- **Howard and et al. (2007)** has carried out a studies and that they pick out the subsequent reasons for worker turnover: "Lack of boom possibilities, higher profession opportunity elsewhere, inadequate reimbursement, did no longer discover paintings interesting, inadequate rewards/ recognition, did no longer experience efforts wherein preferred, job was now not what became expected, poor match with the organizational culture, outside elements, job left too little time for personal lifestyles, capabilities/skills no longer an awesome fit for the process, felt unfairly treated/discriminated towards, process modified focus or scope beyond regular time, poor courting with the supervisor, the economy modified, making a flow humans, and terrible courting with co-workers".
- **McCann (2004)** have stated that unearths out some low income, poor blessings, bad communication, terrible environment surroundings, loss of recognition, unfair remedy, loss of hard process, loss of process security and life conflicts.
- **R.D. Agarwal(2000)** in his book, Organization and Management stated that the application of Maslow's Need Hierarchy concept is conditioned by environmental factors.
- **Suttle (1972)** has offered another modification by reducing the five levels to just two levels; they called the first level the „physiological needs“, and the second level they called the „higher needs“, which contains Maslows four other needs.

2.2.2. ROL - SECURITY NEEDS:

- **Ryan and Deci, (2017)** have stated Basic psychological need satisfaction is a psychological construct that depends on the social environment and how it is perceived. Therefore, it can be argued that need satisfaction is likely to fluctuate along with changes in the environment or perception thereof. Recent diary studies showed that basic psychological needs might fluctuate daily and weekly.
- **Van den Broeck et al. (2016)** have analyzed according to meta-analysis in which literature on need satisfaction was summarised, most studies investigating basic psychological need satisfaction employed cross-sectional survey designs. Yet, some scholars are starting to adopt within-person diary study methods.
- **Tladinyane R (2013)** have examined the relationship between employees' psychological career meta-capacities and their retention-related dispositions. The results indicated a relationship between the psychological career meta-capacities and the retention-related dispositions. Structural equation modelling indicated a good fit of the data with the canonical correlation-derived measurement model.
- **J.C. Wofford (2013)**, in his study illustrated The Motivational Bases of Job Satisfaction and Job Performance, found that many employees seek the fulfillment of higher level needs even when lower - level needs have not yet been gratified, which also is contrary to the Maslow model.
- **Hassan M et. al., (2011)** has carried out a study with the purpose to find out the reasons and to know how to retain employees in leather sector of Pakistan. First line and Second line managers of Leather industry of Pakistan. There were around 400 tanneries of leather in Punjab. The data was gathered from male 15 Leather Tanneries and organizations located in Lahore, Sialkot, Shekupura, Muridkay and Kasur because these selected tanneries carry 50% export share leather industry of Pakistan. There was positive correlation between carrier prospects and attitude of employer,

employer loyalty, work life balance and job security. It was also found that the age was associated with attitude of employer.

- **Gbervbie (2010)** has suggested ten techniques of employee retention. They are as follows: “Payment of monthly salaries to personnel, surprisingly true monthly revenue and allowances, provision of automobile, housing and furniture loan centers, health insurance scheme, job protection, regular advertising, fitness care offerings to personnel’ families, maternity leave with complete pay for girl employees and regular training of personnel”.
- **Trulson (2007)** has showed following five methods: “preserving staffing levels, enforcing team control, updating recruitment/ screening method, addressing repayment issues, and expert development applications”.
- **Eskildsen and Nussler (2000)**, studied that the employee thinks over the employment with the current employer to be continued or to look for some other opportunities. Thus, in such cases, it’ s the employer at fault and becomes the reason for their skilled employees to leave them early. The employer should either not make those promises or if made should live up to it. Employees these days also consider a lot of factors before joining any organization which should be identified and well studied by the employer.

2.2.3. ROL - LOVING NEEDS:

- **Waghmare H.Y (2014)** aimed to know about the employee’s retention strategy adopted by the Axis Banks in Kalyan city. Job satisfaction of the employees working in Axis Bank in Kalyan city and efforts made by the bank to retained their employees. Findings of the study explored that, there was a great need to recognize the importance of the employee retention in order to keep the cost of employee’s turnover low. There were many factors that are ignored by the banks but are important for the effective performance of the employees. Therefore, it was necessary for both the employees and the Manager must work in a team and had an effective collaboration with each other while performing in the team work. These factors must also provide the guidance to the achievement of employee retention in banks.

- **Mahal (2012)** have analyzed employee retention" as initiatives taken by management to retain employees from leaving the organization, such as rewarding employees for performing their jobs effectively, ensuring harmonious working relationships between employees and managers, and maintaining a safe, healthy work environment."It is observed that employee retention is 'controllable element' by the management.
- **Deery (2008)**, the relationship between employer and the employees are undergoing a great change. This drastic change is having a great impact on the attraction, motivation and retention of talented employees. Organizations need to become more flexible to increase their productivity. Flexibility towards the employees helps the organization to retain their best-skilled employees. Attrition is becoming the result of the reduced job security in the organization. Employees do not feel secure when the attrition rate is quite high. A fear in mind comes regarding the job security in every employee's mind. Talented employees have competencies that are critical to the organization so as to sustain the competitive market. But these days it is difficult to retain the employees as they give more importance to their career path than loyalty towards the organization.
- **Mehta (2006)**, in his study, indicated that the factor employee satisfaction is directly related to the factor which means that more the stress less will be employee satisfaction. Employees who are satisfied with their jobs are always seen to be creative, productive and happy which makes the employees stay for a long time with the organization. His study stated that an employee's commitment towards the organization is dependent on the employee satisfaction. If the employee is less satisfied with the job he or she may not be committed towards the organization. Also, there is an inverse relationship between commitment and the turnover rate, which means that the higher the commitment lower will be the turnover rate.
- **Huczynski and Buchanan, (2001)** has inspired researchers over the past decades as it generated a number of management approaches and policies such as job enrichment, total quality management, business reengineering,

self-managing teams, and employee empowerment .However, the theory has not always been supported, as it has been subject to some criticism due to the lack of its empirical support. Indeed, Maslow himself did not try to conduct any empirical research to support his ideas

2.2.4. ROL - ESTEEM NEEDS:

- **Schmitt and Blum, (2020)** have focused on the employee states (i.e., cognition, affect, and behaviours that change over time due to situational factors) () may influence employees' need satisfaction experiences. So, how employees feel (i.e., attitudes and well-being) in the morning before work or what they strive to do (i.e., proactiveness) during their workday could relate to their need satisfaction at work. For example, proactive work behaviour is positively related to competence satisfaction.
- **Asif Khan M (2011)** has conducted in Rawalpindi and Islamabad. The employees of public and privatized banks were responded in the study. It was found that employee selection, training and development, work design, rewards and compensation reported high, positive and significant and it was also revealed that internal service quality in human resource had positive and significant effect on employee job satisfaction and job satisfaction had positive and significant effect on retention.
- **Michael O. Samuel and Crispen Chipunza's (2009)** have examined Employee retention and turnover: Using motivational variables as a panacea, identifies the intrinsic and the extrinsic motivational variables that influences the retention and the reduction of the employee turnover in the private and the public sectors. The motivational factors like compensation Reward are the main factors that will lead to the retention of the employees.
- **Taylor et. al. (2008)** has discovered the relationship between employee commitment and their performance, and also found that organizational culture characterized by high adaptability and a HRM system emphasizing high performance work practices had, a direct and profound impact on employee commitment.

- **Mason Haire, Edwin Ghiselli and L.W. Porter(2005)** in their study, Cultural Patterns in the role of the Managers stated that the Managers in Spain and Belgium have reported that their esteem needs are better satisfied than their security needs. This shows deviation from Maslow's theory of hierarchy of needs.
- **Vecchio (2000)** has represented one of the higher human needs. It includes the needs for high power, high status, recognition for good work, achievement, self-respect, prestige, and attention from others. In the workplace, this level of needs can be met by sound job title, good feedback, and a high status job.
- **Cole (2000)** has suggested that people stay in the organization where there is a sense of pride and will work to their fullest potential. The reasons to stay in the same organizations are work environment, rewards, growth and development and work-life balance. Leaders should provide support to their staff because in most of the cases —People Don't Leave Organization People Leave Managers. Many employees would like working in organizations with pleasant working environment. They would be more productive if the relationship between themselves and also between them and the employer are enhanced.

2.2.5. ROL - SELF ACTUALIZATION NEEDS:

- **Das and Baruah (2013)**, if an employer violates their promises regarding the career growth, compensation, promotion etc. Is when the employee starts developing the stress in their work. The performance goes down and the employees take less care about the productivity of the organization. This is when the employees feel that the promises made by the organizations will not be fulfilled by the employer and they may be chances that they will not be helped and supported when they will be in need.
- **Srivastava et al. (2011)**, in their study, stated that age is one of the most important demographic factors in attrition analysis. There is a negative relationship between the age and the turnover rate in the organization.

Younger employees have been found to stay less with one organization as they have less family responsibility, more opportunities in the market with less of salary, and so the younger talent ends to leave the organization. However, it has been noticed that length of service also becomes one of the factors that help in determining the rate of attrition. Less the length of service, more will be the tendency of the employee to leave the organization. Also, it was noted that Education does not play any role in being a determining factor in turnover.

- **Edward Lawler III and J.Lloyd Stuttle(2003)** in their study analyzed that A causal correlation Test of the Need Hierarchy, found little evidence for the support of Maslow's theory of hierarchy of human needs. They did note however that there were 2 levels of needs - biological and other needs and that the other needs would emerge only when biological needs were reasonably satisfied. They found further that the strength of needs varied with the individual, in some individuals social needs predominated and in others self- actualisation needs were strongest.
- **Douglas T.Hall and Khalil Nougaim(2002)** in their study illustrated An Examination of Maslow's Hierarchy in an Organization Setting, found that as managers advance in an organization, their physiological and safety needs tend to decrease in importance and their needs for affiliation, esteem, and self actualisation tend to increase. They come to the conclusion that the upward movement of need prominence resulted from upward career changes and not from the satisfaction of lower -order needs.
- **Terence R Mitchell, Brooks C Holtom, Thomas W Lee, Ted Graske's (2001)** have illustrated on how to keep your best employees: Developing an effective retention policy, aims to figure out as to how to retain their employees. It describes the implications of managing retention. The authors suggest various techniques like Financial incentives attached to Longevity, pay attention to the off the job sacrifices made by the employees, Facilitate fit off the job, to retain the employees.
- **Sigler (1999)**, found that the main reason for any employee to leave the organization is to look out for some different, interesting and exciting work

experience. The effect of organizational commitment is more than the employee satisfaction on the turnover rate in the organization.

2.2.6. ROL - EMPLOYEE RETENTION STRATEGIES:

- **Mahmoud.A.Wahba and Lawerence.G.Bridewell (2015)** in their study *Maslow Reconsidered: A Review of Research on the Need Hierarchy Theory* pointed out that the overall attempts to establish evidence of Maslow's hierarchy have failed.
- **Das and Baruah (2013)**, stated that a set of appropriate retention strategies need to be used in order to retain the skilled employees. Employees need to be treated as the differentiating assets who are profitable always and act as the non-depreciating asset of the company. Skilled employees are that asset whose rewards organizations reap every time. Role of employee retention is important for each and every organization. Adopting to the retention strategies makes a path for the organizations to sustain in the competitive environment. Various models have proven to be beneficial for the organization to survive in the market.
- **James and Mathew (2012) and AL Damoe et al. (2012)**, have examined Retention is the ratio of employees remaining in the organization. Employee retention means keeping right people on right jobs in every organization. The concept of employee retention was defined variedly in the literature. They defined the concept as a controlled process by any concern to avail an environment which raise your spirits and motivates people to remain with the entity for the maximum time period.
- **Lali Rajan's (2012)** have studied on Employee Retention and The Role of Managers in Retaining Talented Employees aims at understanding the role of manager in employee retention and what is the role in a company's retention rates. Based on past review of various literatures the study suggests that the managers need to be trained, rewarded and recognized for achieving retention rates.

- **Ruchi Sinha & Chandranshu Sinha's (2012)** have analyzed on the objective of the paper titled " Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering Industry" is to identify the main factors of retention management strategies in organizations. The organizations taken into consideration are two heavy engineering manufacturers based in India. The data was collected from 100 employees holding middle managerial positions in the two organizations. The results indicate that these factors have substantial roles to play in making employees stay and how at middle managerial level different aspects are valued while deciding upon the retention strategies in similar contexts.
- **Adler N.J.(2008)** in his book, International Dimensions of Organizational Behavior stated that the needs identified by Maslow may be universal, but the logic or sequence of the hierarchy differs from culture to culture.
- **John W. Slocum, Jr. Paul M. Topichak and David G.Kuhn(2006)** in their study, A Cross- 6 Cultural Study of Need Satisfaction and Need Importance for Operative Employees, tend to substantiate the existence of the hierarchy.
- **Jyoti & Venkatesh (2006)** have investigated that a retention strategy was a form of positioning for an organization to gain a competitive edge in terms of keeping valuable employees Strategies should be targeted at valuable, contributing employees. Lack of satisfaction and commitment to the organization caused an employee to withdraw and begin looking for other opportunities.
- **Sherman et al., (2006).** Retention is a voluntary action by the organization so as to retain the employees for a longer period of time. Loss of employees has an adverse effect on the productivity and service of the organization.
- **Bernhart (2006),** stated that the retention management has become a popular concept these days. It is a set of HR practices that help and assist in retaining the skilled employees. The contemporary management style of

managing and retaining the employees needs to be changed or updated. The management cannot use the same old style to retain the talented employees. With the change of the era, the management style should also be changed. Employment is not a deal these days. Formulating and implementing a good set of retention strategies is important.

- **Boswell et al. (2005)**, said in her study that the employee turnover occurs when the employee leaves the organization and that vacant position needs to be filled with the equal or similar capable candidate. Replacing the existing employees is costly and also has a destructive impact on the organization. Thus, the management should work on the reduction of the movement of the employees from the organization, particularly those employees who are crucial for the operation of the organization
- **Strauss et al. (2001)**, investigated that a frequent change in the management system is required by the organization. Management needs to frame the retention strategies so as to retain the essential employees. Functional turnover is helpful for the organization where the best performers stay with the organization and the bad performers leaves the organization. Loss of business and customer relationship is witnessed by the organizations when the employees leave the organization. With the loss of employees, the productivity of the company is hit badly and hence the retention of the valuable employees is required. Formation of the effective retention strategies is important to sustain in the market. It's the employees that give a competitive edge to every organization. If employees of the organization leave there is a huge loss of innovation, delayed service, degenerated productivity etc. faced by the organization.
- **Kreitner et al.,(1999)** have examined the Hierarchy of Needs Theory is considered one of the most famous theories in the field of human motivation and one of the first theories that attempt to describe the human behavior toward satisfying the different human needs.
- **Steers et al. (1996)** has demonstrated that, according to the Hierarchy Theory people move from the bottom to the top of the need hierarchy

through an active cycle of deprivation, domination, gratification and activation. As, when a person feels deprivation (unsatisfied need) in one of the hierarchy levels, this will direct his action toward satisfying this particular need.

- **Hilgert and Leonard, 1995; Luthans, (1995)** has stated the Maslow thought that personal needs can be arranged in a hierarchical order; in essence, once one of these needs has been satisfied, it will temporally lose its effect as a motivator and the person will focus on satisfying the next higher need which has been activated.
- **Soper et al., (1995)** have considered Maslow's theory as one of the most widely accepted theories in management context and is still very popular among researchers and practitioners.
- **Kiel (1995)** has analyzed and did not accept the assumption that self-actualization is the apex of the hierarchy needs. He claimed that the human potential is a boundless and ongoing process, and he wondered why the triangle had a close end as a result. He argued that Maslow's theory should be modified and that the triangle should be opened.
- **Wahba and Bridwell (1976)** have argued that Maslow's hierarchy theory has proven to be a very useful theory in generating managerial ideas. Moreover, it is still popular among managers because it is very simple to present and easy to understand.

2.3. CONCLUSION:

This Maslow hierarchy of needs has a tremendous impact on the employees retention. It affected the turnover of employees in many industries and they lost their production and fame in the markets. This is the common point of all the reviews and literatures presented by various authors regarding the impacts of Employee Retention. These are the various journals that have been taken into consideration while framing the questions related to my study of the employee retention in leather industry.

CHAPTER – 3

RESEARCH METHODOLOGY



CHAPTER 3 – RESEARCH METHODOLOGY

3.1.METHODOLOGY:

The analysis methodology shows the ways in which and means that to be followed within the analysis activities ranging from investigation to presentation of analysis report. It includes the analysis style, population of the study, sampling framework, construct development, knowledge assortment, framework of study and limitations. This chapter gives a detailed information regarding the approach adopted to collect the data and the statistical tools for analyzing the data collected. The chapter highlights an overview of the population and the sample size used for the research work. The chapter discusses the various modes used for collecting the primary and secondary data for this study. The methodology followed within this study is summarized below,

3.1.1. RESEARCH PROCESS & FLOW:

The first and foremost step is defining and selecting a research problem. As a researcher, a problem is identified and the formulated to prepare a research. For a systematic presentation, the research process is classified into two stages.

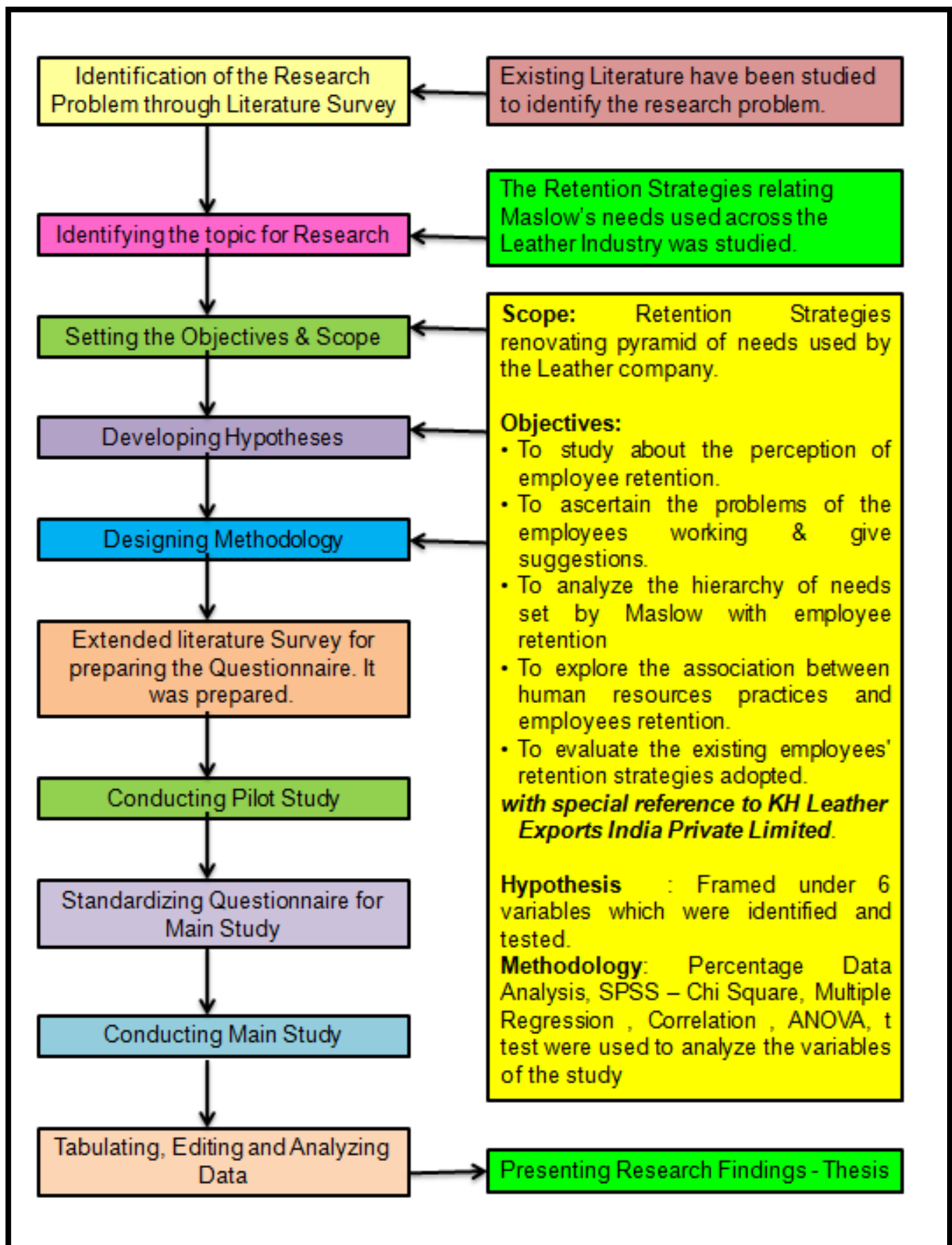
The Primary Stage includes,

- ❖ Observation
- ❖ Interest
- ❖ Formulating Research Problems
- ❖ Documentation and
- ❖ Research Designs

The Secondary stage includes,

- ❖ Project Planning
- ❖ Data Collection
- ❖ Questionnaire Preparation
- ❖ Data Analysis
- ❖ Hypothesis Testing
- ❖ Interpretation

CHART NO.3.1.Chart representing the Research Flow



3.1.2. PROJECT PLANNING:

Project planning is the first step in conducting and directing a research. This includes the formulation of problem statement, objectives, needs, scope and significance of research and determining ways to achieve them at the right time.

3.2. RESEARCH DESIGN:

A research style could be a framework for guiding a pursuit project. It describes the procedure essential for getting the data needed to structure and solve analysis issue. It enumerates the data required, the look of the analysis, the required scaling procedures, the development and pretest of forms, the sampling method, the sample size and also the set up of knowledge analysis.

The research design that is used in my project is **Descriptive research**. It 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.

It is a **qualitative and quantitative study**. The method is research used here is survey method created using google forms and also collected directly in the company. The research is conducted to analyze **“A STUDY OF RELATING MASLOW’S HIERARCHY NEEDS THEORY TOWARDS EMPLOYEE RETENTION WITH SPECIAL REFERENCE TO KH EXPORTS INDIA PRIVATE LIMITED, CHENNAI”**

TABLE NO.3.1. Table indicating the Research Design

Research Design	Applications in this Study
Exploratory Research	Review of Literature
Descriptive Research	Hypothesis formulation, Hypothesis Testing, Data Analysis and Interpretation

Source: Compiled by Researcher

3.3. SAMPLING TECHNIQUE:

A sampling technique that is used in my project is **CONVENIENT SAMPLING TECHNIQUE**. A convenience sample is one of the main types of non-probability

sampling methods. A convenience sample is made up of people who are easy to reach. A convenient number of samples are selected for my research and data are collected. It is described in the research.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data. The data is collected through two methods,

- **PRIMARY DATA** – The data collection made in this project is done through collection of data through a questionnaire. Primary data sources are being considered as the questionnaire was directly sent to the participants and they responded with their desired answers for the set of questions given to them. The data collected are of qualitative. Questionnaire were given to 350 respondents through a Google form and data is collected by sharing to social medias and also by visiting the Leather Company KH Exports India Private Limited.
- **SECONDARY DATA** - Websites and online journals, Published reports & Review of literature from published articles

3.5. STRUCTURE OF THE QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about respondents and the second part contained the employees opinions about the Employee Retention relating to Maslow's Pyramid of Needs towards Leather Company. This questionnaire follows a simple and basic layout. It is not complicated and hence it is made easy for the participants to respond to the questionnaire without any delay or confusion. The set of questions and the answer options present in the questionnaire are pre-determined and are constructed by myself based on general questions regarding the main topic. Detailed questionnaire is in Annexure 1.

The structure of questionnaire used in this project is as follows:

3.5.1. BASIC INTRODUCTION:

The questionnaire begins with small and simplified description regarding my research project and questionnaire – Title and description of the topic.

3.5.2. PERSONAL & RESEARCH BASED QUESTIONS:

The next set of questions in the questionnaire consist of the questions related to the variables of the study,

TABLE NO.3.2.Table indicating the Questionnaire Design

S.No	Variable/ Adapted from	Type of Question	Highlights
1.	Personal Details	Socio Demographic Questions	<i>Name, Gender, Marital Status, Age, Educational Qualification, Designation, Annual Income and Length of Service.</i>
2.	Physiological Needs	Multiple Choice Questions & Likert scaling question	<i>Basic Needs of Employees, Proper pay package, Adequate remuneration, Pay package Offered, Individual Incentive Schemes, Periodical revision, Canteen Facilities, Games and Cultural Events.</i>
3.	Security Needs	Multiple Choice Questions, Likert scaling question	<i>Job Security Good Equipment Retirement Benefits Company's Ability Working Condition Safety Measures</i>
4.	Loving Needs	Multiple Choice Questions, Likert scaling question	<i>Good Relationship Social Events Friendly Atmosphere Grievance Redressal Superior Subordinate Relationship Cooperation</i>
5.	Esteem Needs	Multiple Choice Questions, Likert scaling question	<i>Supervisor's Recognition Pride Access to Higher Level Self Initiative Career Development Rewards and Recognition</i>
6.	Self Actualization Needs	Multiple Choice Questions, Likert scaling question	<i>Giving the best Self Development Accomplishing Dreams Self Fulfillment Policies and Procedures Commitment</i>
7.	Employee Retention Strategies	Rating Question, Checkbox Question, Open Ended Question	<i>Reasons for Leaving Factors for Staying Employee Retention Strategies Rating overall Employee Retention Satisfaction</i>

3.5.3 PERCEPTION QUESTIONS:

The next set of questions focus on perception of the employees about their company and five different needs.

3.5.4. LIKERT SCALING QUESTIONS:

A likert scale with five responses categories such as Strongly agree, Agree, Neutral, Disagree and Strongly disagree is used in order to list the attributes from high to the least to indicate the different levels of opinions or needs to retain in the organization. The views of the respondents were taken about the various factors which were measured on a five-point Likert Scale stating the following:

Please indicate your level of agreement with each of the following strategies that are used to retain employees by your organization, on a five-point scale:

- 1) Organization is effective in fulfilling basic needs of employees like food, shelter.
- 2) Proper pay package should be given to employees who do their jobs well
- 3) Remuneration should ensure welfare of the family
- 4) Pay package offered should favourably compared with that of other similar organizations
- 5) Individual incentive schemes have great impact on the performance of employees
- 6) Periodical revision of pay scales are necessary to meet increased cost of living
- 7) Canteen facilities & drinking water promote employee welfare
- 8) Games and cultural events at work have an impact on motivation
- 9) Job security is important to employees
- 10) Having good equipment to work with is important to employees
- 11) Company's retirement benefits reduces labour turnover
- 12) Jobs are dependent on the company's ability to compete effectively
- 13) Management should give a good deal of attention to the physical working conditions of employees
- 14) Adequate safety measures should be provided to employees and medical facility for employees.
- 15) Employees have good relationships with other staff members

- 16) Management could show more interest in the employees by sponsoring social events after work hours
- 17) Supervisors ought to work hard to develop a friendly working atmosphere among their people
- 18) Effective mechanism for grievance redressal contributes towards better interpersonal relationships
- 19) Well defined superior sub ordinate relationship contributes to positive social environment within organization
- 20) Attainment of co operation among coworkers is essential
- 21) Organization recognize and acknowledge your work
- 22) Pride in one's work is an important reward
- 23) Access to higher level of management is important
- 24) Self initiative to strict supervision is needed
- 25) Company has well defined plans for career development of employees
- 26) Company should have built in mechanism for recognition and reward for better performance
- 27) Many of you want to give your best in everything you do
- 28) There should be opportunities for self development
- 29) Employment should offer chances to accomplish one's dreams
- 30) Organization should provide opportunities for self fulfillment contributing to self worth
- 31) Company policies and procedures restricting your ability to work on the job
- 32) Organization should have a commitment to achieve the potentials of their employees

3.5.5. SUGGESTION QUESTION:

Finally, Employees were asked to give a suggestion to specify one strategy that the company should include or improve to retain its employees for a long period of time.

3.5.6. PILOT STUDY:

Before the collection of relevant data to test the hypothesis, it is essential to ascertain the applicability of the instrument to the population being studies. Hence, pilot study is undertaken with the objectives to evaluate the tools prepared for the

study and to find whether they are providing the information required. A structured questionnaire was framed and distributed among the employees of the leather company. Based on the data collection and data analysis many changes were done in the Questionnaire. Based on the views of the respondents, experience gathered during pilot survey and analysis of data obtained from the pilot study, the questionnaire was improved in order to collect data during the final survey with maximum factual accuracy.

3.6. SAMPLE SIZE:

The sample size for the project had a target of 350 participants. The fixed target of the sampling size has been achieved as the total number of respondents for the survey questionnaire was 350. Total of 350 responses helped the project to analyze more responses and it helped to derive a conclusion regarding the employee retention towards leather industry.

TABLE NO.3.3.Table indicating the Sample Size

Characteristics	Profile	Frequency	Percentage
Gender	MALE	230	65.71%
	FEMALE	120	34.29%
Marital Status	MARRIED	240	68.57%
	UNMARRIED	110	31.43%
Age	18 TO 25 YEARS	96	27.42%
	26 TO 35 YEARS	126	36%
	36 TO 50 YEARS	58	16.57%
	MORE THAN 50 YEARS	70	20%
Educational Qualification	10th/12th Std	153	43.71%
	DIPLOMA	68	19.42%
	GRADUATE	79	22.57%
	POST GRADUATE	50	14.28%
Designation	MANAGER	12	3.42%
	DEPARTMENTAL HEAD	16	4.57%
	SUPERVISOR	28	8%
	EMPLOYEE	294	84%
Annual Income	UPTO 25,000	85	24.28%
	25000 – 50000	125	35.71%
	50000 -1 LAKH	100	28.57%
	MORE THAN 1 LAKH	40	11.42%
Experience	LESS THAN A YEAR	65	18.57%
	2 TO 5 YEARS	148	42.28%
	6 TO 10 YEARS	91	26%
	MORE THAN 10 YEARS	46	13.14%

3.7. PERIOD OF STUDY:

This is a one-time research where the research is conducted only for one time and that the project is based on the responses derived from a definite period of time. The study was conducted for a period of 3 Months from January 2021 to March 2021. The entire project is based on the responses collected from the 350 participants in the 3 months time period and the report is prepared successfully.

3.8.PROFILE AREA OF STUDY:

The profile area of my study are Employees of KH Exports India Private Limited in Nungambakkam, Chennai.

3.9.HYPOTHESIS:

NULL HYPOTHESIS:

Ho 2.1 - There is no significant difference between Age with respect to the satisfaction level of Physiological Needs of the employees such as Basic Needs, Proper Pay Package, Adequate Remuneration, Pay Package Offered, Individual Incentive Schemes, Periodical Revision, Canteen Facilities and Games & Cultural events in retaining in organization.

Ho 1.2 - There is no significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

Ho 1.3 - There is no significant difference between Marital Status with respect to the satisfaction level of Loving Needs of the employees such as Good Relationship, Social Events, Friendly Atmosphere, Grievance Redressal, Supervisor – Subordinate Relationship, Cooperation for retaining employees in the organization.

Ho 1.4 - There is no significant difference between Annual Income with respect to the satisfaction level of Esteem Needs of the employees such as Supervisor Recognition, Pride, Access to Higher Level, Self Initiative, Career Development, Rewards and Recognition for retaining employees in the organization.

Ho 1.5 - There is no significant difference between Education with respect to the satisfaction level of Self Actualization Needs of the employees such as giving the best, Self Development, Accomplishing Dreams, Self Fulfillment, Policies and Procedures, Commitment for retaining employees in the organization.

Ho 6 – There is no association between the Physiological needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

Ho 7 – There is no association between the Security needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

Ho 8 – There is no association between the Loving needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

Ho 9 – There is no association between the Esteem needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

Ho 10 – There is no association between the Self Actualization needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

Ho 11 - There is no relationship between the Employee Retention Strategies available in the company and their satisfaction level.

Ho 12 - There is no relationship between the Employee Retention Strategies and the main reasons for employees to leave the organization.

Ho 13 - There is no relationship between the Employee Retention Strategies and the main reasons for employees to stay in the organization.

H_{0 14} = There is no significant difference between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect)

H_{0 15} = There is no significant difference between the satisfaction level with the way company managed both its business and people during pandemic and the biggest challenge company faced during this pandemic.

H_{0 16} = There is no significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

ALTERNATE HYPOTHESIS:

H_{1 1.1} - There is a significant difference between Age with respect to the satisfaction level of Physiological Needs of the employees such as Basic Needs, Proper Pay Package, Adequate Remuneration, Pay Package Offered, Individual Incentive Schemes, Periodical Revision, Canteen Facilities and Games & Cultural events in retaining in organization.

H_{1 1.2} - There is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

H_{1 1.3} - There is a significant difference between Marital Status with respect to the satisfaction level of Loving Needs of the employees such as Good Relationship, Social Events, Friendly Atmosphere, Grievance Redressal, Supervisor – Subordinate Relationship, Cooperation for retaining employees in the organization.

H_{1 1.4} - There is a significant difference between Annual Income with respect to the satisfaction level of Esteem Needs of the employees such as Supervisor Recognition, Pride, Access to Higher Level, Self Initiative, Career Development, Rewards and Recognition for retaining employees in the organization.

H1 1.5 - There is a significant difference between Education with respect to the satisfaction level of Self Actualization Needs of the employees such as giving the best, Self Development, Accomplishing Dreams, Self Fulfillment, Policies and Procedures, Commitment for retaining employees in the organization.

H1 6 - There is association between the Physiological needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H1 7 - There is association between the Security needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H1 8 - There is association between the Loving needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H1 9 - There is association between the Esteem needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H1 10 - There is association between the Self Actualization needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H1 11 - There is a relationship between the Employee Retention Strategies available in the company and their satisfaction level.

H1 12 - There is a relationship between the Employee Retention Strategies and the main reasons for employees to leave the organization.

H1 13 - There is a relationship between the Employee Retention Strategies and the main reasons for employees to stay in the organization.

H1 14 = There is significant difference between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect)

H1 15 = There is significant difference between the satisfaction level with the way company managed both its business and people during pandemic and the biggest challenge company faced during this pandemic.

H1 16 = There is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

3.9.1.RESEARCH QUESTIONS:

1. What are the satisfaction level of physiological needs of employees towards Leather company to retain its employees?
2. What are ways attaining of security needs of employees towards Leather company to retain its employees?
3. How are your relationship among coworkers impacted employees to retain in order to attain loving needs towards Leather company?
4. What are the expectation levels of Esteem Needs towards Leather company to retain its employees?
5. How employees of Leather industry are satisfied with the Self Actualization Needs?
6. What are the most significant factors of employee retention to stay or leave in the company?
7. What are the solutions for challenges of Employee Retention strategies and how it can be implemented in the company?
8. Is there any relationship between Employee Retention Strategy and Job Satisfaction of the employees and do demographic factors influence Employee Retention Strategy ?
9. What are the suggestions for Employee Retention by relating the Maslow's Hierarchy of Needs Theory?

3.10.TOOLS FOR ANALYSIS:

As mentioned earlier, the analytical tool used for the project are of qualitative variables (words and letters) and the use of quantitative variable is used only for measuring the level of satisfaction on the survey using rating scale of 1-10. Also, the method used to arrive at a conclusion in this project is sampling where the survey is sent to the participants directly to request for their response for the pre-determined questions and options included in the questionnaire.

3.10.1.PERCENTAGE DATA ANALYSIS

It is technique used to do data analysis and exhibited in pie diagrams, Bar charts, Histograms etc in the following chapters. Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

3.10.2. STATISTICAL ANALYTICAL TOOL:

SPSS (Statistical Package For Social Sciences) software is used to test the hypothesis. The list of test conducted using SPSS to find the outcome are,

1. INDEPENDENT T TEST

PURPOSE:

The T Test compares the mean score of a sample to a known value. Usually, the known value is a population mean.

ASSUMPTION:

- ❖ The variable that is considered in the one sample T test must be metric.
- ❖ The dependent variable is normally distributed.

Formula

$$t = \frac{m - \mu}{s / \sqrt{n}}$$

t = Student's t-test
 m = mean
 μ = theoretical value
 s = standard deviation
 n = variable set size

2. ANOVA

PURPOSE:

The one-way **ANOVA** is used to determine whether there are any statistically significant differences between the means of **three or more independent groups**.

ASSUMPTION:

- ❖ The variables must be normally distributed, Samples are independent.
- ❖ Variances of populations are equal, It is a simple random sample (SRS).

Source of Variation	Sum of Squares	Degrees of Freedom	Mean Squares	F Value
Between Groups	$SSB = \sum n_j(\bar{X}_j - \bar{X})^2$	$df_1 = k - 1$	$MSB = SSB / (k - 1)$	$f = MSB / MSE$
Error	$SSE = \sum \sum (X - \bar{X}_j)^2$	$df_2 = N - k$	$MSE = SSE / (N - k)$	
Total	$SST = SSB + SSE$	$df_3 = N - 1$		

3. CHI SQUARE TEST

PURPOSE:

Chi-square which is available in cross tab is used to test whether there is a significant association between two variables.

ASSUMPTION:

- The two variables that are to be applied in chi-square analysis must be of type category.
- Independence - The observations are always assumed to be independent of each other.

Formula

$$\chi^2 = \sum \frac{(O_i - E_i)^2}{E_i}$$

χ^2 = chi squared
 O_i = observed value
 E_i = expected value

4. CORRELATION

PURPOSE:

A correlation is simply defined as a relationship between two variables. The whole purpose of using correlations in research is to figure out which variables are connected

ASSUMPTION:

- Level of Measurement.
- Linear Relationship.
- Normality.
- Related Pairs.
- No Outliers.

Formula

$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

r = correlation coefficient
 x_i = values of the x-variable in a sample
 $\bar{x}$ = mean of the values of the x-variable
 y_i = values of the y-variable in a sample
 $\bar{y}$ = mean of the values of the y-variable

5. REGRESSION**PURPOSE:**

A regression analysis is done for one of two purposes: In order to predict the value of the dependent variable for individuals for whom some information concerning the explanatory variables is available, or in order to estimate the effect of some explanatory variable on the dependent variable.

ASSUMPTION:

- There should be a linear and additive relationship between dependent (response) variable and independent (predictor) variable(s).
- There should be no correlation between the residual (error) terms.
- The independent variables should not be correlated.
- The error terms must have constant variance.

Formula

$$Y_i = f(X_i, \beta) + e_i$$

Y_i = dependent variable
 f = function
 X_i = independent variable
 β = unknown parameters
 e_i = error terms

3.11. RATIONALE FOR RESEARCH:

The success of any organization depends largely on the workforce, i.e. the employees. Employees are considered as the backbone of the organization. This research is undertaken to identify some of major the dissatisfaction factors they face in the organization and for what reason they prefer to change their jobs. At the same time, the employees should also be satisfied with what the employer has invested or is going to invest in him/her for his/her career development. And this could not happen with the same strategies, even the strategies need to be changed. Thus, this study can be helpful in knowing the attitude and behaviour of the employees working with the organization. This would help to know why an employee wants to leave the organization and which factors become the reasons of his/her leaving the organization. Strategies should be such that it builds and sustain a long relationship with the employees. The employer should offer a challenging, interesting and meaningful work.

3.12. INTERVIEW WITH PERSONNELS:

Set of questions used for Employees and HR personnel's during the Interviews conducted for collecting the qualitative data.

- What is the current scenario of Employee Retention in Leather Industry?
- How do the employees respond to the retention programs?
- What are the challenges faced in retaining the best skilled employees?
- How do you make the employees aware of the retention programs ?
- How attrition is measured and managed in your organization?
- What efforts are made to manage employee retention in your organization?
- What factors do you feel are the most influencing factors in retaining the key employees and how your company support for career goals?
- What are the proactive retention strategies followed by your organization?
- What makes your organization different from others so that the employees stay for a longer period of time?

3.13. PREPARATION AND PRESENTATION OF REPORT:

Finally, the project report is prepared with the detailed findings, suggestions and ended with conclusion.

CHAPTER – 4

DATA ANALYSIS & INTERPRETATION



CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

A. SOCIO DEMOGRAPHIC DETAILS

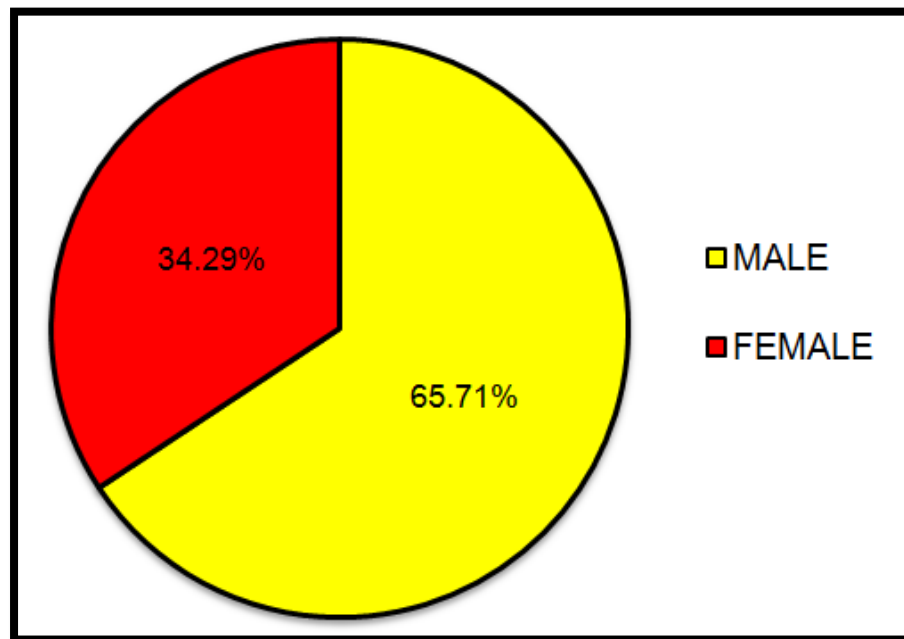
1. What is your Gender?

TABLE.4.1.1. TABLE INDICATING GENDER OF THE RESPONDENTS

GENDER	FREQUENCY	PERCENTAGE
MALE	230	65.71%
FEMALE	120	34.29%
TOTAL	350	100 %

Source: Primary Data

CHART.4.1.1. CHART REPRESENTING GENDER OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart 4.1.1, it is interpreted that 65.71% of the respondents are of male category (230), 34.29% of the respondents are of female category (120).

INFERENCE:

Majority (230) of the respondents are male as they constitute 65.71% of my sample.

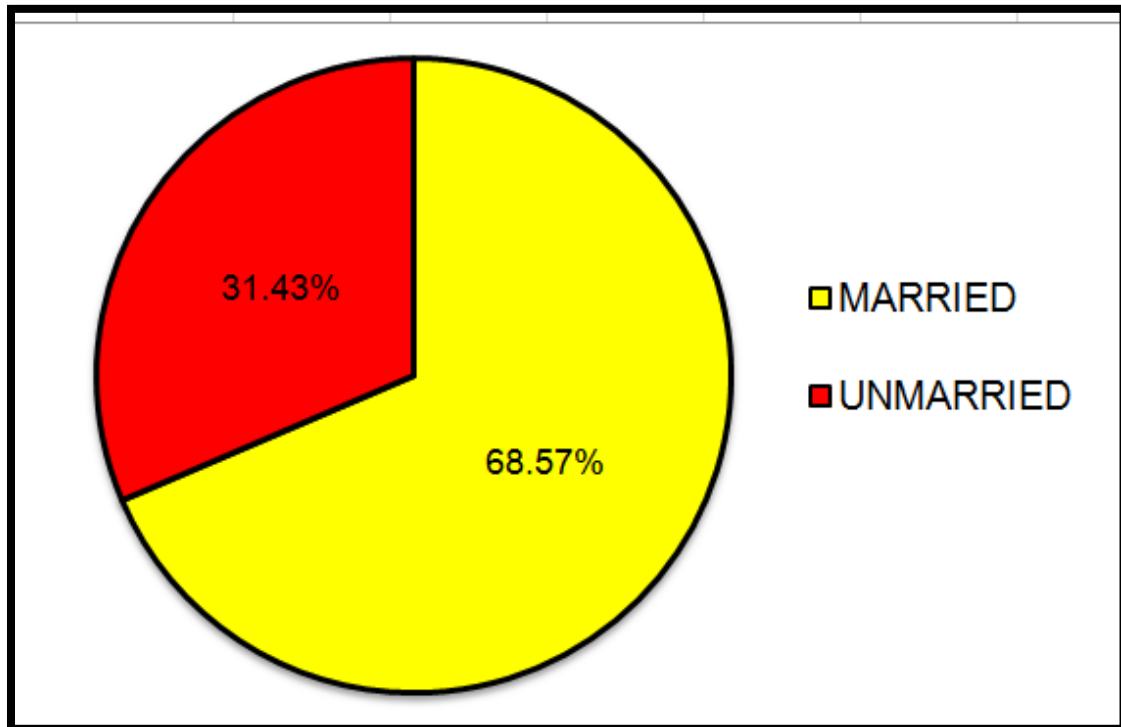
2. What is your Marital Status?

TABLE.4.1.2. TABLE INDICATING THE MARITAL STATUS OF THE RESPONDENTS

MARITAL STATUS	FREQUENCY	PERCENTAGE
MARRIED	240	68.57%
UNMARRIED	110	31.43%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.2. CHART REPRESENTING MARITAL STATUS OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 68.57% of the respondents are married (240) , 31.43% of the respondents are unmarried (110).

INFERENCE:

Majority (240) of the respondents are married as they constitutes 68.57% of my sample.

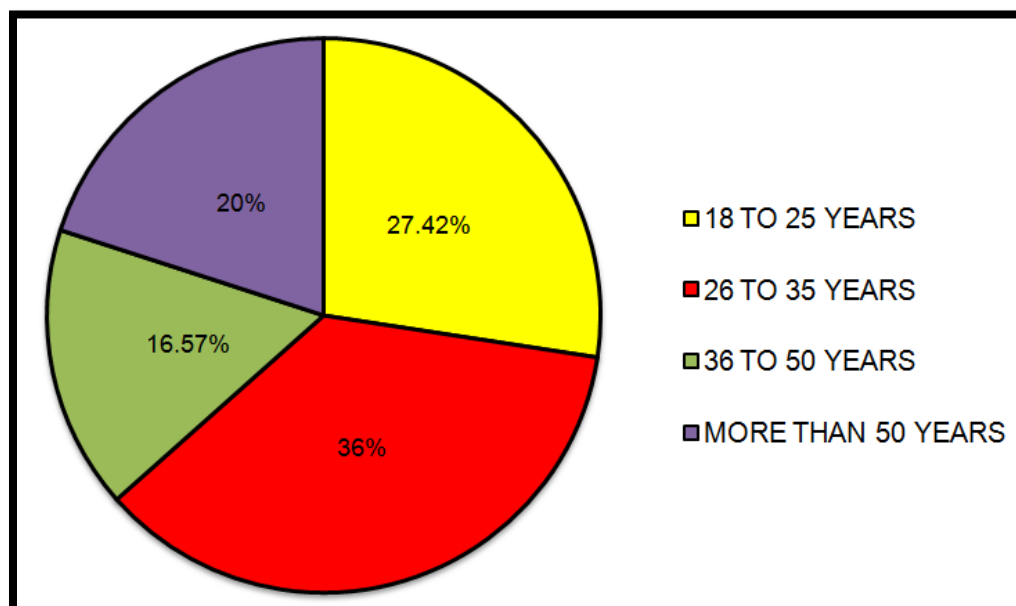
3. What is your Age?

TABLE.4.1.3. TABLE INDICATING AGE OF THE RESPONDENTS

AGE	FREQUENCY	PERCENTAGE
18 TO 25 YEARS	96	27.42%
26 TO 35 YEARS	126	36%
36 TO 50 YEARS	58	16.57%
MORE THAN 50 YEARS	70	20%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.3. CHART REPRESENTING AGE OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 27.42% of the respondents are under the age group of 18 to 25 years, 36% of the respondents are under the age group of 26 to 35 years, 16.57 % of the respondents are under the age group of 36 to 50 years and 20% of the respondents are more than 50 years of age.

INFERENCE:

Majority (126) of the respondents are under the age group of 26 to 35 years as they constitutes 36% of my sample.

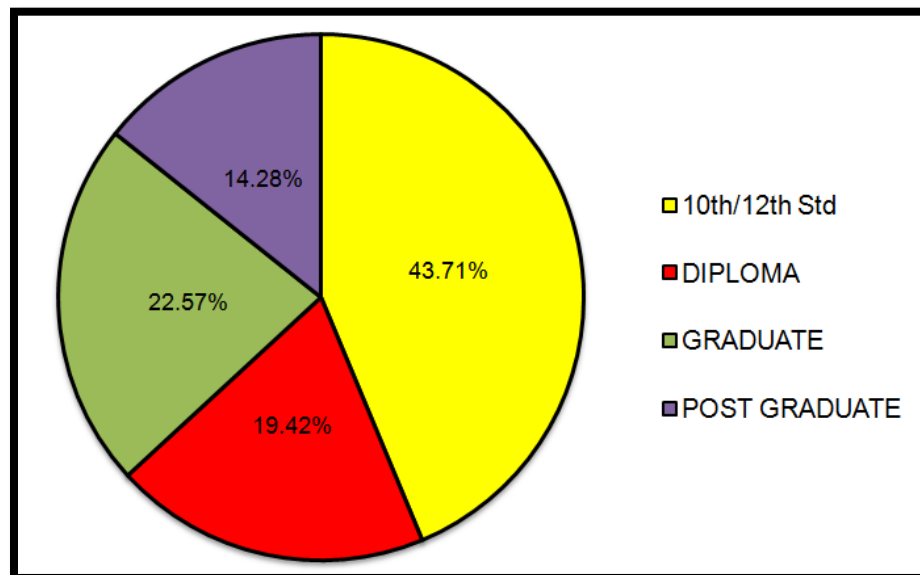
4. What is your Educational Qualification?

TABLE.4.1.4. TABLE INDICATING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

EDUCATIONAL QUALIFICATION	FREQUENCY	PERCENTAGE
10th/12th Std	153	43.71%
DIPLOMA	68	19.42%
GRADUATE	79	22.57%
POST GRADUATE	50	14.28%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.4. CHART REPRESENTING EDUCATIONAL QUALIFICATION OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 43.71% of the respondents qualified with 10th or 12th std, 19.42% of the respondents are diploma employees, 22.57 % of the respondents are graduates and 14.28% of the respondents are post graduate.

INFERENCE:

Majority (43.71%) of the respondents are qualified with 10th std or 12th std only.

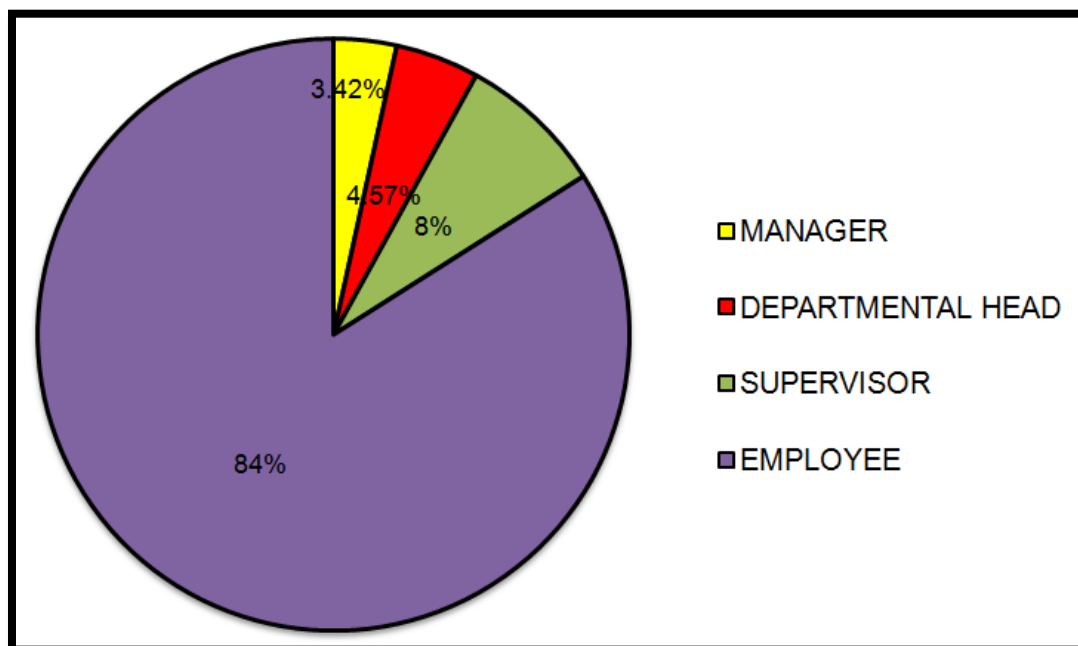
5. What is your Designation?

TABLE.4.1.5. TABLE INDICATING DESIGNATION OF THE RESPONDENTS

DESIGNATION	FREQUENCY	PERCENTAGE
MANAGER	12	3.42%
DEPARTMENTAL HEAD	16	4.57%
SUPERVISOR	28	8%
EMPLOYEE	294	84%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.4. CHART REPRESENTING DESIGNATION OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 3.42% of the respondents are managers, 4.52% of the respondents are departmental heads, 8 % of the respondents are supervisor and 84% of the respondents are employees working in this company.

INFERENCE:

Majority (84%) of the respondents are employees working in this company.

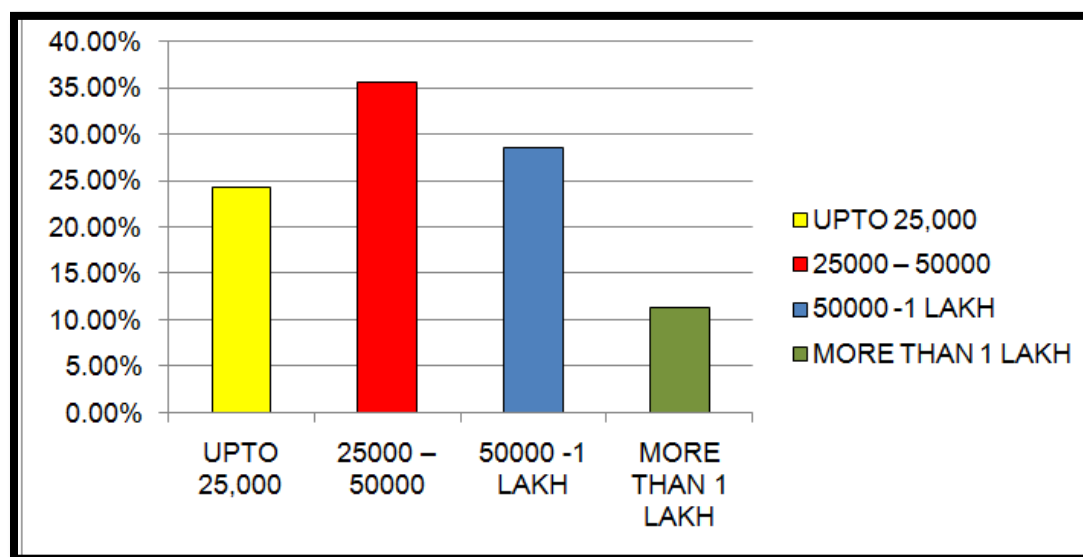
6. What is your Annual Income?

TABLE.4.1.6. TABLE INDICATING ANNUAL INCOME OF THE RESPONDENTS

ANNUAL INCOME	FREQUENCY	PERCENTAGE
UPTO 25,000	85	24.28%
25000 – 50000	125	35.71%
50000 -1 LAKH	100	28.57%
MORE THAN 1 LAKH	40	11.42%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.6. CHART REPRESENTING ANNUAL INCOME OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 24.28% of the respondents earning upto Rs. 25,000 as annual income, 35.71% of the respondents are earning from Rs. 25,000 to Rs.50,000 as annual income, 28.57 % of the respondents are earning from Rs.50,000 to Rs.1,00,000 as annual income and 11.42% of the respondents are earning more than 1 Lakh as annual income.

INFERENCE:

Majority (35.71%) of the respondents are earning from Rs.25,000 to Rs.50,000 as annual income in this company.

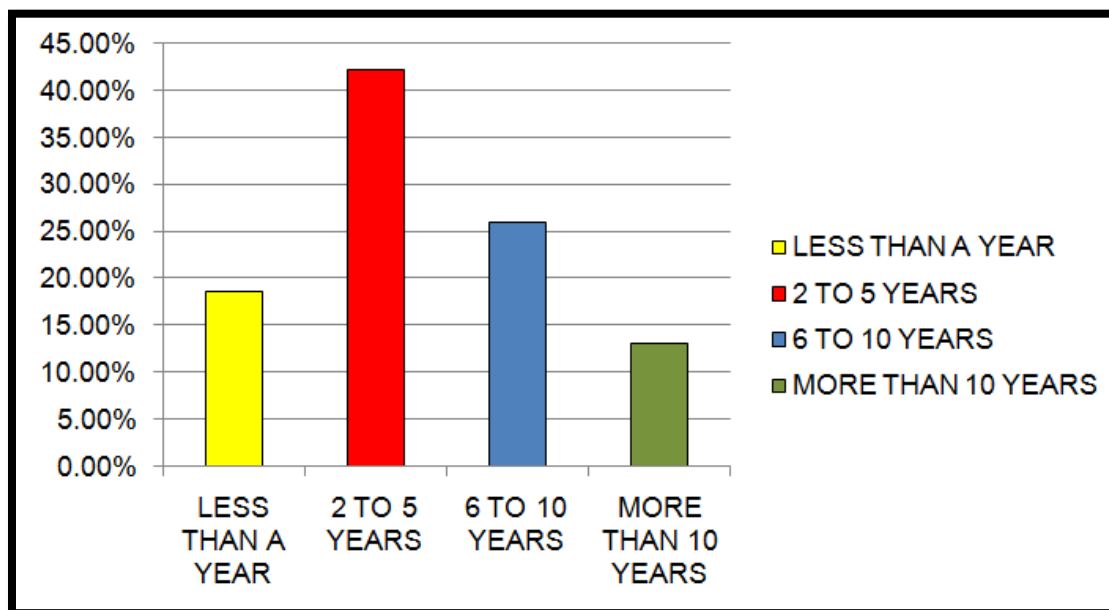
7. What is your Length of service in this company?

TABLE.4.1.7. TABLE INDICATING EXPERIENCE OF THE RESPONDENTS

EXPERIENCE	FREQUENCY	PERCENTAGE
LESS THAN A YEAR	65	18.57%
2 TO 5 YEARS	148	42.28%
6 TO 10 YEARS	91	26%
MORE THAN 10 YEARS	46	13.14%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.7. CHART REPRESENTING EXPERIENCE OF THE RESPONDENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 18.57% of the respondents are working less than a year, 42.28% of the respondents are working for 2 to 5 years, 26 % of the respondents are working for 6 to 10 years and 13.14% of the respondents are working for more than 10 years.

INFERENCE:

Majority (35.71%) of the respondents are earning from Rs.25,000 to Rs.50,000 as annual income in this company.

B. PHYSIOLOGICAL NEEDS

The respondents were to rate the **PHYSIOLOGICAL NEEDS** (PN) in company (Refer Question No.8 in Annexure) . The attributes comprised :

- i. I am getting sufficient salary package for my job
- ii. The remuneration that I earn is adequate to provide better living conditions to your family
- iii. The benefits and amenities offered by the organization competitive
- iv. I am satisfied with the incentive schemes offered
- v. I respect to the pay revisions adopted by my company
- vi. Canteen facilities offered by company

The rating scale comprised 5 points with 5 for Extremely Satisfied and 1 for Extremely Dissatisfied. Their responses are presented in the Tables 4.1.18.

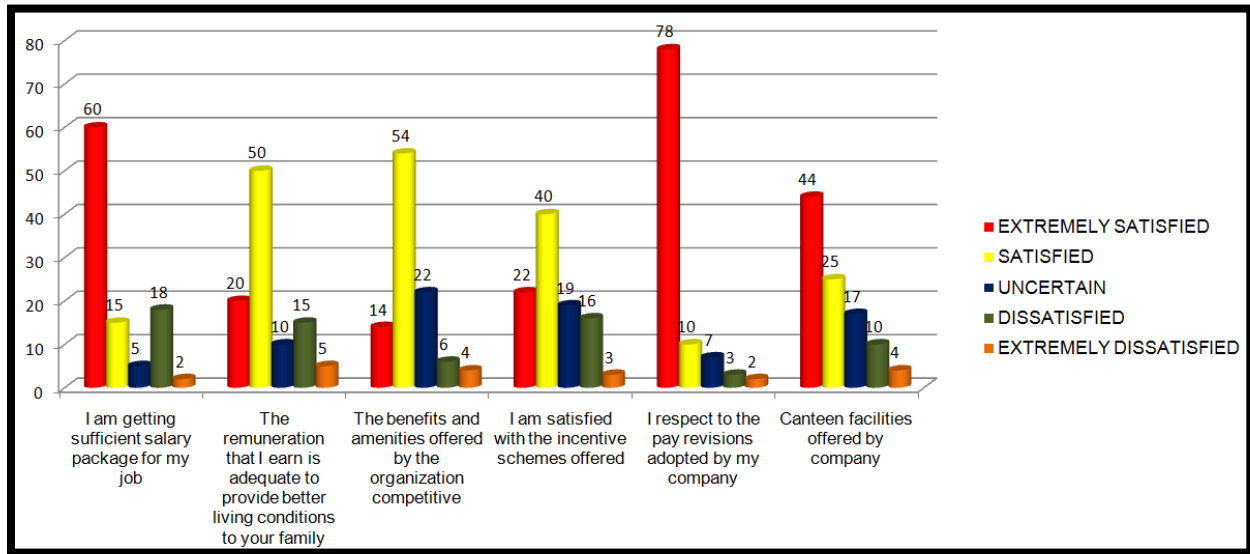
8. Indicate your Level of satisfaction in “ **PHYSIOLOGICAL NEEDS**” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

**TABLE.4.1.8. TABLE INDICATING SATISFACTION LEVEL OF
PHYSIOLOGICAL NEEDS OF EMPLOYEES**

PHYSIOLOGICAL NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
I am getting sufficient salary package for my job	210	60	52	15	18	5	63	18	7	2	350	100
The remuneration that I earn is adequate to provide better living conditions to your family	70	20	175	50	35	10	52	15	18	5	350	100
The benefits and amenities offered by the organization competitive	49	14	189	54	77	22	21	6	14	4	350	100
I am satisfied with the incentive schemes offered	77	22	140	40	66	19	56	16	11	3	350	100
I respect to the pay revisions adopted by my company	273	78	35	10	24	7	11	3	7	2	350	100
Canteen facilities offered by company	154	44	87	25	60	17	35	10	14	4	350	100

Source: Primary Data

**CHART.4.1.8. CHART REPRESENTING SATISFACTION LEVEL OF
PHYSIOLOGICAL NEEDS OF EMPLOYEES**



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 60% of the respondents are extremely satisfied, 15% respondents are satisfied, 5% respondents are uncertain, 18% of respondents are dissatisfied and 2% of the respondents strongly dissatisfied that they are getting a sufficient salary package for their job.
- 20% of the respondents are extremely satisfied, 50% respondents are satisfied, 10% respondents are uncertain, 15% of respondents are dissatisfied and 5% of the respondents strongly dissatisfied that the remuneration earned by them is only adequate in providing better living conditions to their family.
- 14% of the respondents are extremely satisfied, 54% respondents are satisfied, 22% respondents are uncertain, 6% of respondents are dissatisfied and 4% of the respondents strongly dissatisfied that the benefits and amenities offered by the organization are competitive.
- 20% of the respondents are extremely satisfied, 40% respondents are satisfied, 19% respondents are uncertain, 16% of respondents are dissatisfied and 3% of the respondents strongly dissatisfied that they are satisfied with the incentives schemes offered.

- 78% of the respondents are extremely satisfied, 10% respondents are satisfied, 7% respondents are uncertain, 3% of respondents are dissatisfied and 2% of the respondents strongly dissatisfied that they respect to the pay revisions adopted by the company.
- 44% of the respondents are extremely satisfied, 25% respondents are satisfied, 17% respondents are uncertain, 10% of respondents are dissatisfied and 4% of the respondents strongly dissatisfied about the canteen facilities offered by the company.

INFERENCE:

- Majority (60%) are extremely satisfied that they are getting a sufficient salary package for their job.
- Majority(50%) are satisfied that the remuneration earned by them is only adequate in providing better living conditions to their family
- Majority (54%) are satisfied that the benefits and amenities offered by the organization are competitive.
- Majority (40%) are satisfied with the incentives schemes offered.
- Majority (78%) are extremely satisfied that they respect to the pay revisions adopted by the company.
- Majority(44%) are extremely satisfied about the canteen facilities offered by the company,

9. Indicate the extent to which you disagree/ agree with the following statements related to your “PHYSIOLOGICAL NEEDS”. Please circle desired number for each row with the help of the 5-point scale provided.

The respondents were to rate the PHYSIOLOGICAL NEEDS(PHY) in company (Refer Question No.9 in Annexure) . The attributes comprised :

- Organization is effective in fulfilling basic needs of employees like food, shelter.**
- Proper pay package should be given to employees who do their jobs well.**
- Remuneration should ensure welfare of the family.**
- Pay package offered should favorably compared with that of other similar organizations.**

- v. Individual incentive schemes have great impact on the performance of employees.
- vi. Periodical revision of pay scales are necessary to meet increased cost of living.
- vii. Canteen facilities & drinking water promote employee welfare
- viii. Games and cultural events at work have an impact on motivation

The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 4.1.9 to 4.1.16.

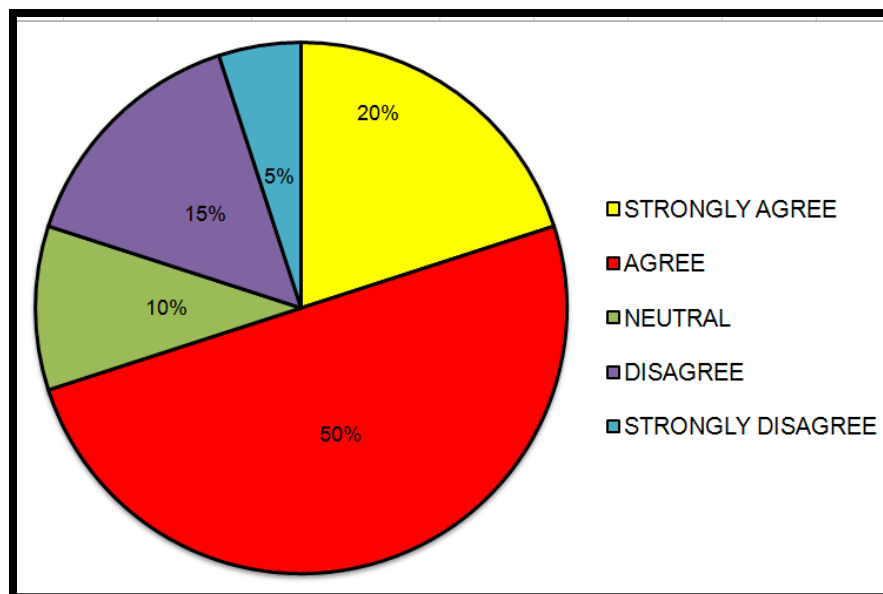
i. Physiological Needs Variable 1 : BASIC NEEDS

TABLE.4.1.9. TABLE INDICATING PHY 1 - STATEMENT ON BASIC NEEDS

Organization is effective in fulfilling basic needs of employees like food, shelter	FREQUENCY	PERCENTAGE
STRONGLY AGREE	70	20%
AGREE	175	50%
NEUTRAL	35	10%
DISAGREE	53	15%
STRONGLY DISAGREE	17	5%
TOTAL	350	100%

Source: Primary Data

CHART.4.1. 9. CHART REPRESENTING PHY 1 - STATEMENT ON BASIC NEEDS



INTERPRETATION:

From the above table and chart, it is interpreted that 20% of the respondents are strongly agreed, 50% of respondents are agreed, 10% of respondents are neutral, 15% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that Organization is effective in fulfilling the basic needs of employees like food, shelter.

INFERENCE:

Majority (50%) of the respondents strongly agreed that organization is effective in fulfilling the basic needs of employees.

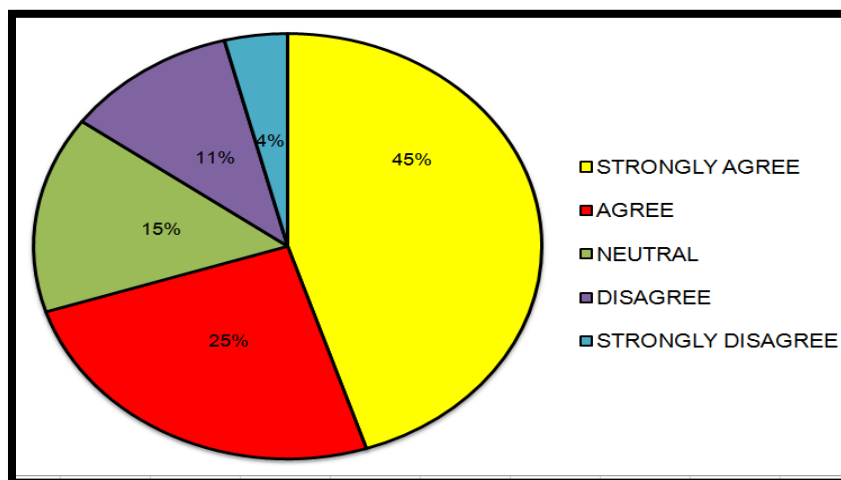
ii. Physiological Needs Variable 2 : PROPER PAY PACKAGE

TABLE.4.1.10. TABLE INDICATING PHY 2 - STATEMENT ON PROPER PAY PACKAGE

Proper pay package should be given to employees who do their jobs well	FREQUENCY	PERCENTAGE
STRONGLY AGREE	158	45%
AGREE	87	25%
NEUTRAL	53	15%
DISAGREE	38	11%
STRONGLY DISAGREE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.10. PHY 2 - CHART REPRESENTING STATEMENT ON PROPER PAY PACKAGE



INTERPRETATION:

From the above table and chart, it is interpreted that 45% of the respondents are strongly agreed, 25% of respondents are agreed, 15% of respondents are neutral, 11% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Proper pay package should be given to employees who do their jobs well.

INFERENCE:

Majority (45%) of the respondents strongly agreed that Proper pay package should be given to employees who do their jobs well.

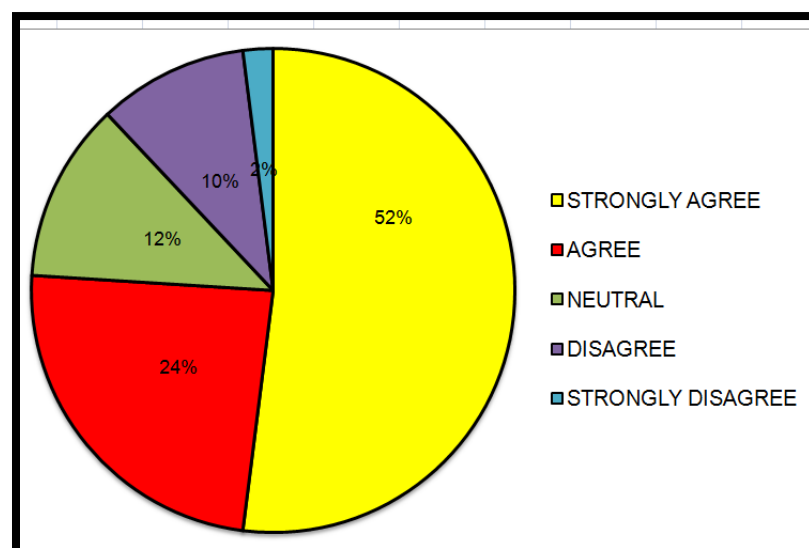
iii.Physiological Needs Variable 3 : ADEQUATE REMUNERATION

TABLE.4.1.11. TABLE INDICATING PHY 3 – ADEQUATE REMUNERATION

Remuneration should ensure welfare of the family	FREQUENCY	PERCENTAGE
STRONGLY AGREE	182	52%
AGREE	84	24%
NEUTRAL	42	12%
DISAGREE	35	10%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.11. CHART REPRESENTING PHY 3 – ADEQUATE REMUNERATION



INTERPRETATION:

From the above table and chart, it is interpreted that 52% of the respondents are strongly agreed, 24% of respondents are agreed, 12% of respondents are neutral, 10% of respondents are disagreed and 2% of respondents are strongly disagreed to the statement that Remuneration should ensure welfare of the family.

INFERENCE:

Majority (52%) of the respondents strongly agreed that Remuneration should ensure the welfare of the family.

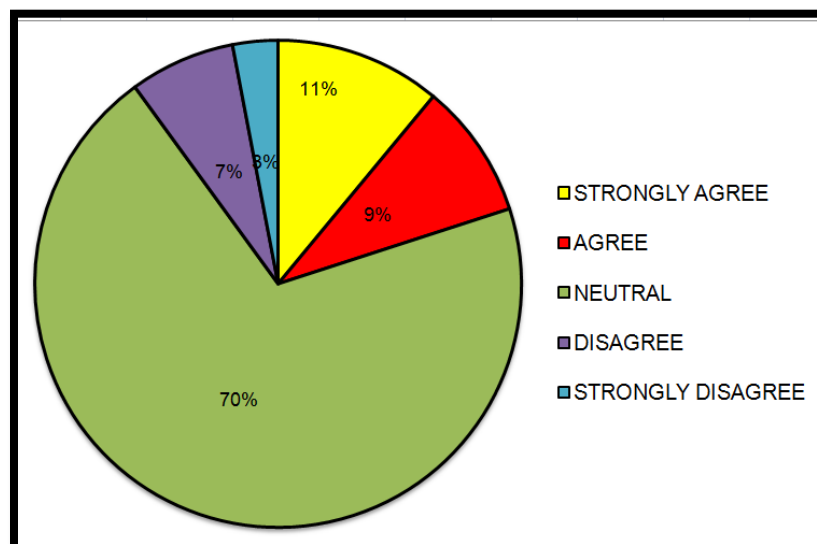
iv. Physiological Needs Variable 4 : PAY PACKAGE OFFERED

TABLE.4.1.12. TABLE INDICATING PHY 4 – PAY PACKAGE OFFERED

Pay package offered should favourably compared with that of other similar organizations	FREQUENCY	PERCENTAGE
STRONGLY AGREE	38	11%
AGREE	32	9%
NEUTRAL	245	70%
DISAGREE	24	7%
STRONGLY DISAGREE	11	3%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.12. CHART REPRESENTING PHY 4 – PAY PACKAGE OFFERED



INTERPRETATION:

From the above table and chart, it is interpreted that 11% of the respondents are strongly agreed, 9% of respondents are agreed, 70% of respondents are neutral, 7% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Pay package offered should favorably compared with that of other similar organizations.

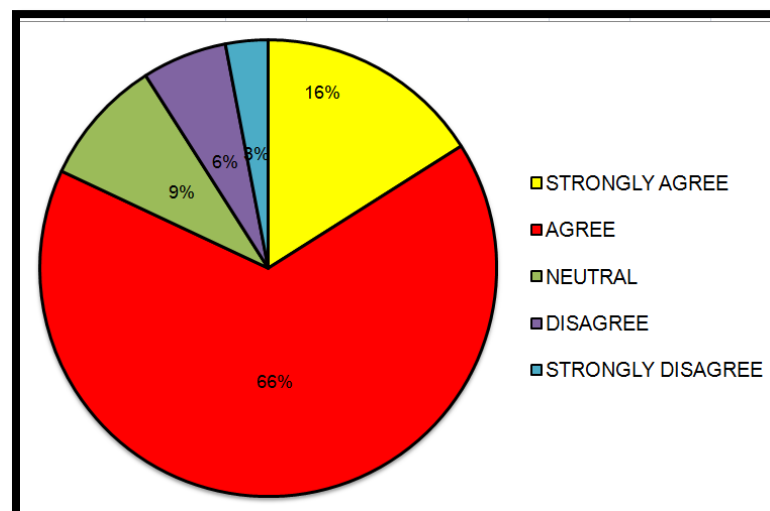
INFERENCE:

Majority (70%) of the respondents are neutral that Pay package offered should favorably compared with that of other similar organizations.

v. Physiological Needs Variable 5 : INDIVIDUAL INCENTIVE SCHEMES**TABLE.4.1.13. TABLE INDICATING PHY 5 – INDIVIDUAL INCENTIVE SCHEMES**

Individual incentive schemes have great impact on the performance of employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	56	16%
AGREE	230	66%
NEUTRAL	32	9%
DISAGREE	21	6%
STRONGLY DISAGREE	11	3%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.13. CHART REPRESENTING PHY 5 – INDIVIDUAL INCENTIVE SCHEMES

INTERPRETATION:

From the above table and chart, it is interpreted that 16% of the respondents are strongly agreed, 66% of respondents are agreed, 9% of respondents are neutral, 6% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Individual incentive schemes have great impact on the performance of employees

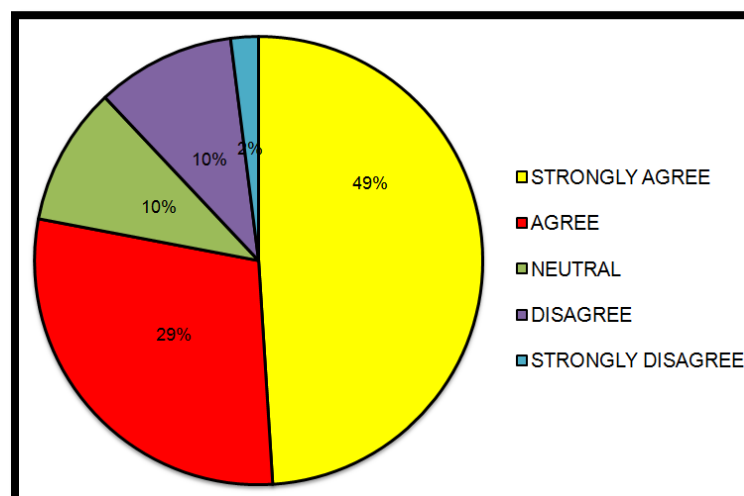
INFERENCE:

Majority (66%) of the respondents are agreed that Individual incentive schemes have great impact on the performance of employees

vi.Physiological Needs Variable 6 : PERIODICAL REVISION**TABLE.4.1.14. TABLE INDICATING PHY 6 – PERIODICAL REVISION**

Periodical revision of pay scales are necessary to meet increased cost of living	FREQUENCY	PERCENTAGE
STRONGLY AGREE	171	49%
AGREE	102	29%
NEUTRAL	35	10%
DISAGREE	35	10%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.14. CHART REPRESENTING PHY 6 – PERIODICAL REVISION

INTERPRETATION:

From the above table and chart, it is interpreted that 49% of the respondents are strongly agreed, 29% of respondents are agreed, 10% of respondents are neutral, 10% of respondents are disagreed and 2% of respondents are strongly disagreed to the statement that Periodical revision of pay scales are necessary to meet increased cost of living.

INFERENCE:

Majority (49%) of the respondents strongly agreed that Periodical revision of pay scales are necessary to meet increased cost of living.

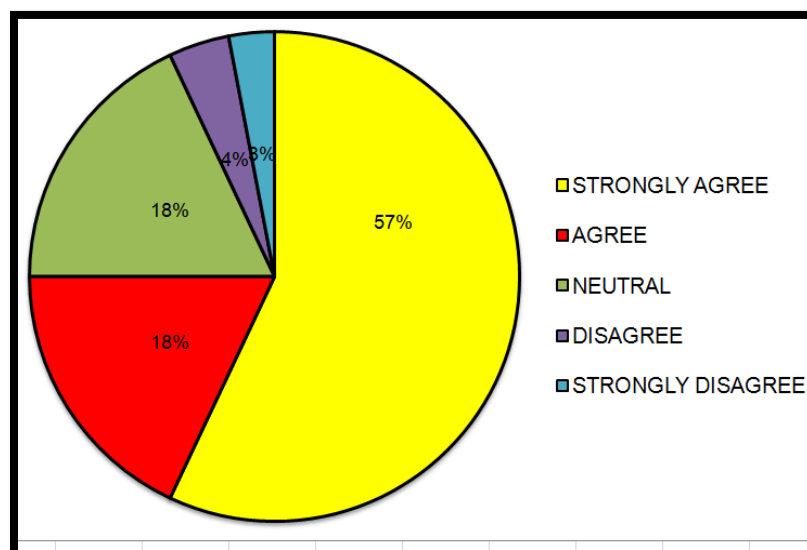
vii. Physiological Needs Variable 7 : CANTEEN FACILITIES

TABLE.4.1.15. PHY 7 – CANTEEN FACILITIES

Canteen facilities & drinking water promote employee welfare	FREQUENCY	PERCENTAGE
STRONGLY AGREE	199	57%
AGREE	63	18%
NEUTRAL	63	18%
DISAGREE	14	4%
STRONGLY DISAGREE	11	3%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.15. CHART REPRESENTING PHY 7 – CANTEEN FACILITIES



INTERPRETATION:

From the above table and chart, it is interpreted that 57% of the respondents are strongly agreed, 18% of respondents are agreed, 18% of respondents are neutral, 4% of respondents are disagreed and 3% of respondents are strongly disagreed to the statement that Canteen facilities & drinking water promote employee welfare.

INFERENCE:

Majority (57%) of the respondents strongly agreed that Canteen facilities & drinking water promote employee welfare.

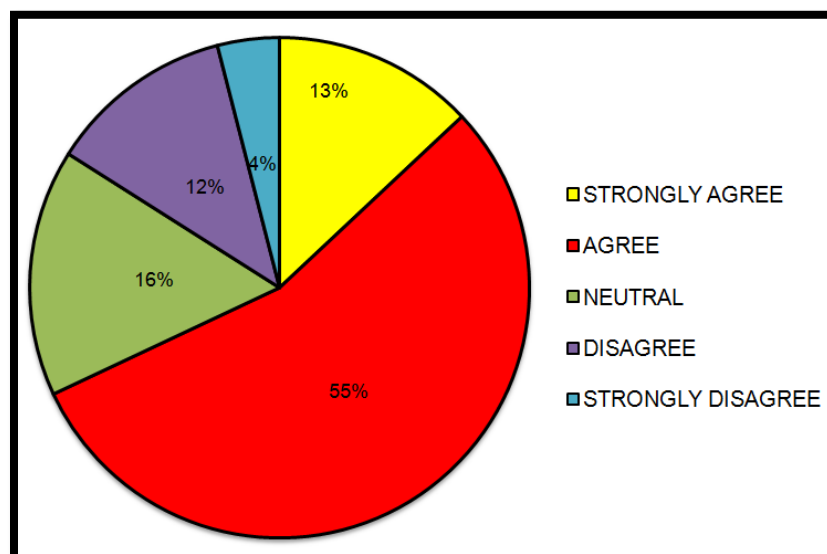
viii. Physiological Needs Variable 8 : GAMES AND CULTURAL EVENTS

TABLE.4.1.16. TABLE INDICATING PHY 8 – GAMES AND CULTURAL EVENTS

Games and cultural events at work have an impact on motivation	FREQUENCY	PERCENTAGE
STRONGLY AGREE	45%	13%
AGREE	193%	55%
NEUTRAL	56%	16%
DISAGREE	42%	12%
STRONGLY DISAGREE	14%	4%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.16. CHART REPRESENTING PHY 8 – GAMES AND CULTURAL EVENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 13% of the respondents are strongly agreed, 55% of respondents are agreed, 16% of respondents are neutral, 12% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that Games and cultural events at work have an impact on motivation.

INFERENCE:

Majority (55%) of the respondents agreed that Games and cultural events at work have an impact on motivation.

10. Which of the following would you most likely to be included in your workplace?

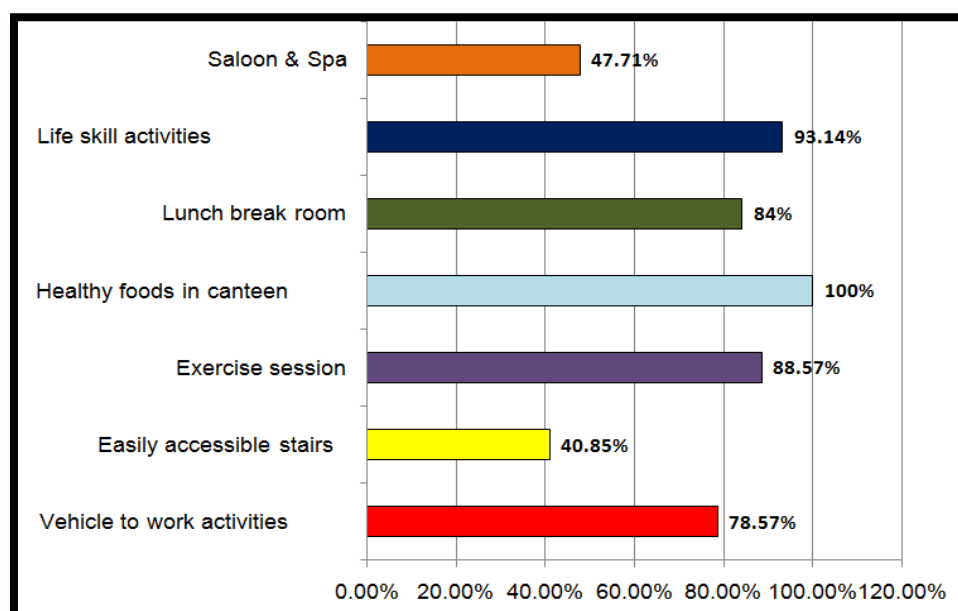
(Note that it will not be possible to implement all chosen activities but your response will help identify areas of interest)

TABLE.4.1.17. TABLE INDICATING AREAS OF INTEREST

Which of the following would you most likely to be included in your workplace?	FREQUENCY	PERCENTAGE	RANKS
Vehicle to work activities	275	78.57%	V
Easily accessible stairs	143	40.85%	VII
Exercise session	310	88.57%	III
Healthy foods in canteen	350	100%	I
Lunch break room	294	84%	IV
Life skill activities	326	93.14%	II
Saloon & Spa	167	47.71%	VI

Source: Primary Data

CHART.4.1.17. CHART REPRESENTING AREAS OF INTEREST



INTERPRETATION:

From the above table and chart, it is interpreted that According to the employers physiological needs to be included in their workplace are as follows,

- 100% of employees need healthy foods in canteen always especially in this pandemic and increase their immunity power as it is ranked first.
- 93.14% of employees need more life skill activities to enhance themselves in all aspects. This factor has been ranked second.
- 88.57% of employees need exercise session to relax themselves and work effectively so it is ranked third.
- 84% of employees need lunch break room to create a cordial relationship among employees during break time. This factor has been ranked forth.
- 78.57% of employees needed vehicles to their work activities as they have insufficient travel allowance and some are residing far from the company. This factor has been ranked fifth.
- 47.71% of employees need saloon & spa in their company for grooming in a organized manner has been ranked sixth.
- Finally, 40.85% of the respondents need easily accessible staircases as it is difficult to walk upstairs and there is only limited lift facility in this company and has been ranked seventh.

INFERENCE:

Majority (100%) of the employees need healthy foods in canteen. Hence this factor has been ranked first by employers to be included in their workplace.

C. SECURITY NEEDS

The respondents were to rate the **SECURITY NEEDS(SEC)** in company (Refer Question No.11 in Annexure) . The attributes comprised :

- i. Your level of satisfaction with regard to job security especially in changing govt policies.

- ii. What is your satisfaction level in equipments supplied by company for work?
- iii. What is your perception level regarding the retirement benefits offered by your company?
- iv. What is your opinion about your company's ability to compete effectively especially in light of liberalization and globalization?
- v. What is your present level of satisfaction in physical working conditions?
- vi. Your opinion about the safety measures incorporated in the organization

The rating scale comprised 5 points with 5 for Extremely satisfied and 1 for extremely dissatisfied. Their responses are presented in the Table 4.1.18.

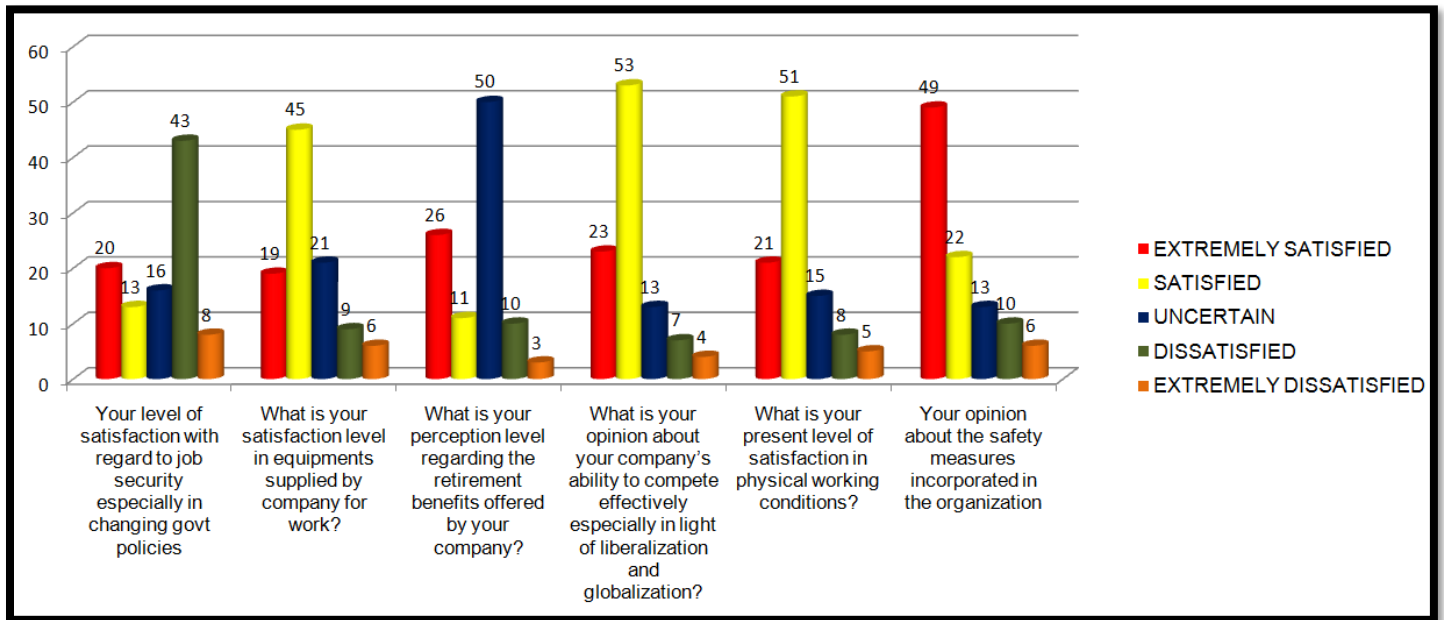
11. Indicate your Level of satisfaction in “ SECURITY NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

TABLE.4.1.18. TABLE INDICATING SATISFACTION LEVEL OF SECURITY NEEDS OF EMPLOYEES

SECURITY NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Your level of satisfaction with regard to job security especially in changing govt policies	70	20	45	13	56	16	150	43	29	8	350	100
What is your satisfaction level in equipments supplied by company for work?	66	19	160	45	73	21	30	9	21	6	350	100
What is your perception level regarding the retirement benefits offered by your company?	92	26	38	11	175	50	35	10	10	3	350	100
What is your opinion about your company's ability to compete effectively especially in light of liberalization and globalization?	81	23	186	53	45	13	24	7	14	4	350	100
What is your present level of satisfaction in physical working conditions?	74	21	178	51	53	15	28	8	17	5	350	100
Your opinion about the safety measures incorporated in the organization	171	49	77	22	46	13	35	10	21	6	350	100

Source: Primary Data

**CHART.4.1.18. CHART REPRESENTING SATISFACTION LEVEL OF
SECURITY NEEDS OF EMPLOYEES**



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 20% of the respondents are extremely satisfied, 13% respondents are satisfied, 16% respondents are uncertain, 43% of respondents are dissatisfied and 8% of the respondents strongly dissatisfied about the job security with regard to changing government policies.
- 19% of the respondents are extremely satisfied, 45% respondents are satisfied, 21% respondents are uncertain, 9% of respondents are dissatisfied and 6% of the respondents strongly dissatisfied about the equipments supplied by company for work.
- 26% of the respondents are extremely satisfied, 11% respondents are satisfied, 50% respondents are uncertain, 10% of respondents are dissatisfied and 3% of the respondents strongly dissatisfied about the retirement benefits offered by the company.
- 23% of the respondents are extremely satisfied, 53% respondents are satisfied, 13% respondents are uncertain, 7% of respondents are dissatisfied and 4% of the

respondents strongly dissatisfied about their company's ability to compete effectively especially in light of liberalization and globalization.

- 21% of the respondents are extremely satisfied, 51% respondents are satisfied, 15% respondents are uncertain, 8% of respondents are dissatisfied and 5% of the respondents strongly dissatisfied about the physical working conditions at present.
- 49% of the respondents are extremely satisfied, 22% respondents are satisfied, 13% respondents are uncertain, 10% of respondents are dissatisfied and 6% of the respondents strongly dissatisfied about the safety measures incorporated in the organization.

INFERENCE:

- Majority (43%) are dissatisfied about the job security with regard to changing government policies.
- Majority (45%) are satisfied about the equipments supplied by company for work
- Majority (50%) are uncertain about the retirement benefits offered by the company
- Majority (53%) are satisfied about their company's ability to compete effectively especially in light of liberalization and globalization.
- Majority (51%) are satisfied about the physical working conditions at present.
- Majority (49%) are extremely satisfied about the safety measures incorporated in the organization.

12. Indicate the extent to which you disagree/ agree with the following statements related to your "SECURITY NEEDS". Please circle desired number for each row with the help of the 5-point scale provided

The respondents were to rate the SECURITY NEEDS(PHY) in company (Refer Question No.12 in Annexure) . The attributes comprised :

- i. Job security is important to employees.**
- ii. Having good equipment to work with is important to employees**
- iii. Company's retirement benefits reduces labour turnover.**
- iv. Jobs are dependent on the company's ability to compete effectively.**
- v. Management should give a good deal of attention to the physical working conditions of employees.**
- vi. Adequate safety measures should be provided to employees and medical facility for employees.**

The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 4.1.12 to 4.1.17.

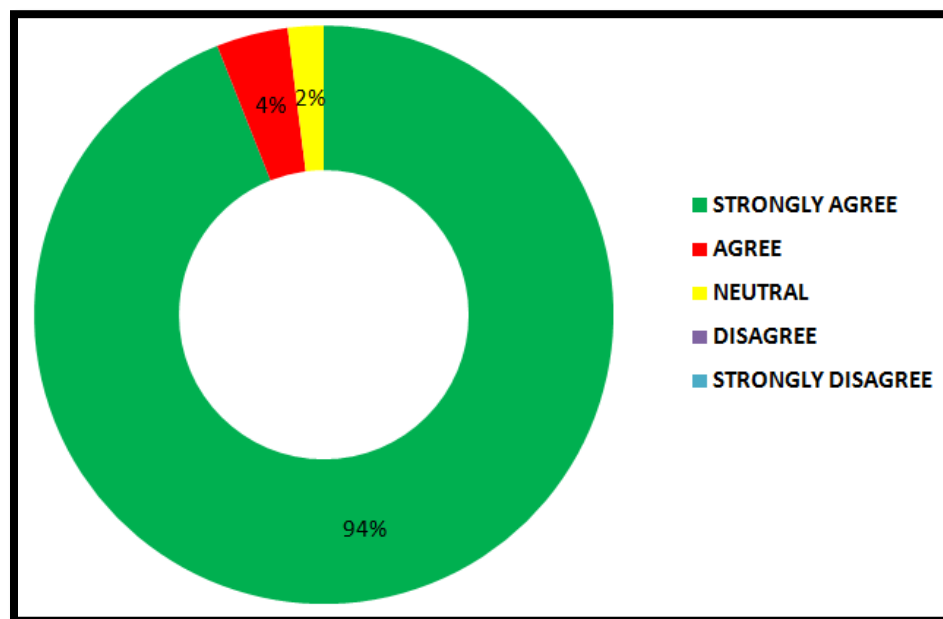
i. Security Needs Variable 1 : JOB SECURITY

TABLE.4.1.19. TABLE INDICATING SEC 1 - STATEMENT ON JOB SECURITY

Job security is important to employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	329	94%
AGREE	14	4%
NEUTRAL	7	2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.19. CHART REPRESENTING SEC 1 - STATEMENT ON JOB SECURITY



INTERPRETATION:

From the above table and chart, it is interpreted that 94% of the respondents are strongly agreed, 4% of respondents are agreed, 2% of respondents are neutral, 0% of respondents are disagreed and 0% of respondents are strongly disagreed to the statement that Job security is important to employees.

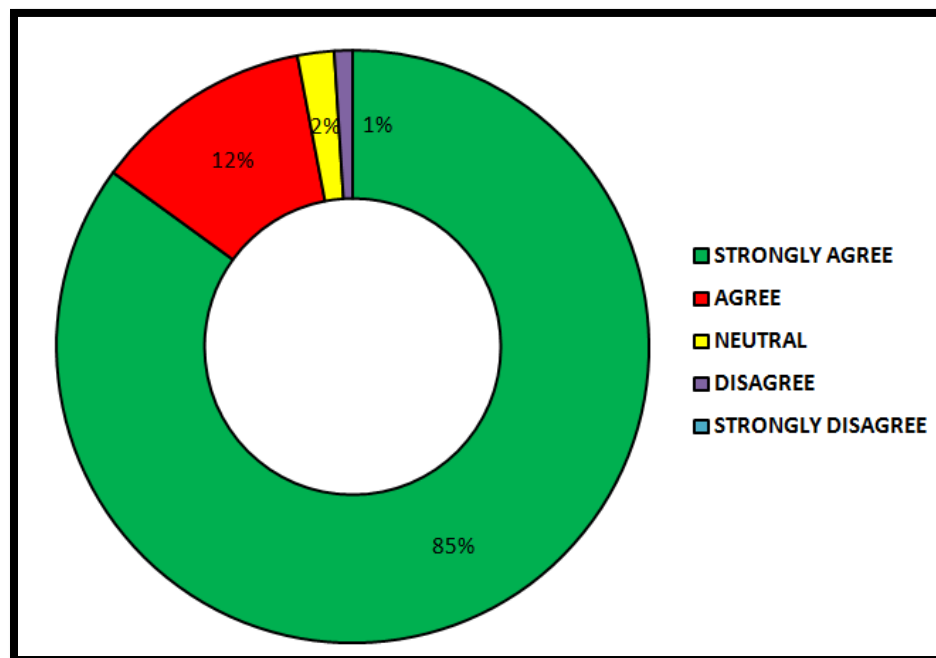
INFERENCE:

Majority (94%) of the respondents strongly agreed that Job security is important to employees.

ii. Security Needs Variable 2 : GOOD EQUIPMENT**TABLE.4.1.20. TABLE INDICATING SEC 2 - STATEMENT ON GOOD EQUIPMENT**

Having good equipment to work with is important to employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	297	85%
AGREE	42	12%
NEUTRAL	7	2%
DISAGREE	4	1%
STRONGLY DISAGREE	0	0
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.20. SEC 2 - CHART REPRESENTING STATEMENT ON GOOD EQUIPMENT**INTERPRETATION:**

From the above table and chart, it is interpreted that 85% of the respondents are strongly agreed, 12% of respondents are agreed, 2% of respondents are neutral, 1% of

respondents are disagreed and 0% of respondents are strongly disagreed to the statement that **having good equipment to work with is important to employees**

INFERENCE:

Majority (85%) of the respondents strongly agreed that **having good equipment to work with is important to employees**.

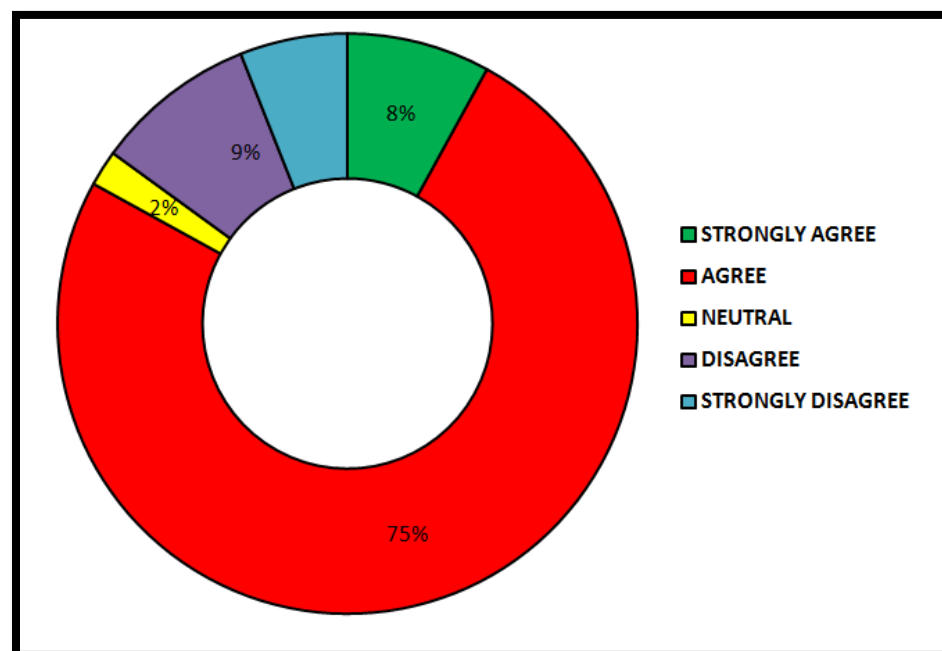
iii. Security Needs Variable 3 : RETIREMENT BENEFITS

TABLE.4.1.21. TABLE INDICATING SEC 3 - STATEMENT ON RETIREMENT BENEFITS

Company's retirement benefits reduces labour turnover	FREQUENCY	PERCENTAGE
STRONGLY AGREE	28	8%
AGREE	263	75%
NEUTRAL	7	2%
DISAGREE	32	9%
STRONGLY DISAGREE	20	6%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 21. CHART REPRESENTING SEC 3 - STATEMENT ON RETIREMENT BENEFITS



INTERPRETATION:

From the above table and chart, it is interpreted that 8% of the respondents are strongly agreed, 75% of respondents are agreed, 2% of respondents are neutral, 9% of respondents are disagreed and 6% of respondents are strongly disagreed to the statement that **Company's retirement benefits reduces labour turnover**

INFERENCE:

Majority (75%) of the respondents agreed that **Company's retirement benefits reduces labour turnover**.

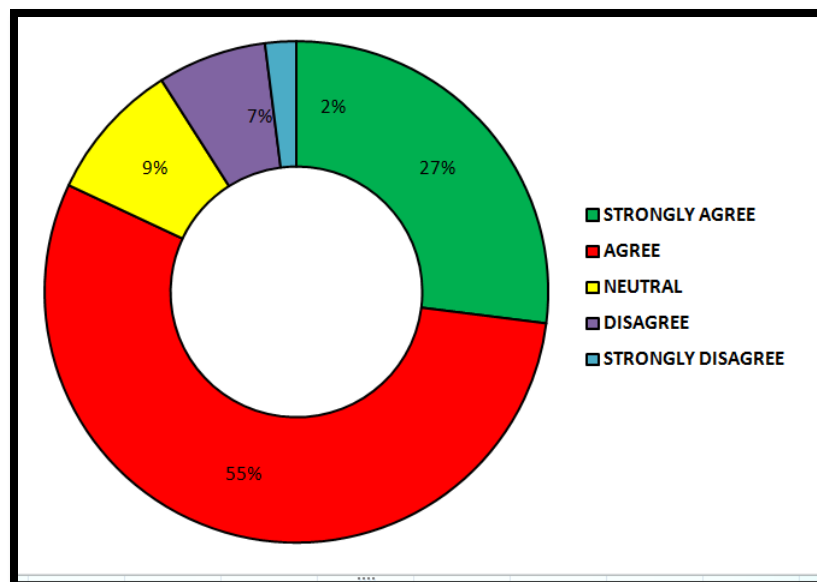
iv. Security Needs Variable 4 : COMPANY'S ABILITY

TABLE.4.1.22. TABLE INDICATING SEC 4 - STATEMENT ON COMPANY'S ABILITY

Jobs are dependent on the company's ability to compete effectively	FREQUENCY	PERCENTAGE
STRONGLY AGREE	95	27%
AGREE	193	55%
NEUTRAL	32	9%
DISAGREE	24	7%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 22. CHART REPRESENTING SEC 4 - STATEMENT ON COMPANY'S ABILITY



INTERPRETATION:

From the above table and chart, it is interpreted that 27% of the respondents are strongly agreed, 55% of respondents are agreed, 9% of respondents are neutral, 7% of respondents are disagreed and 2% of respondents are strongly disagreed to the statement that **Jobs are dependent on the company's ability to compete effectively.**

INFERENCE:

Majority (55%) of the respondents agreed that **Jobs are dependent on the company's ability to compete effectively.**

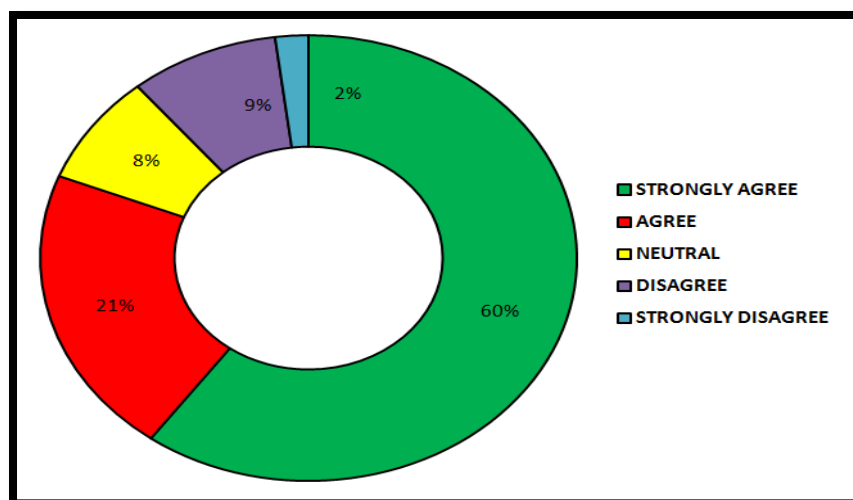
v. Security Needs Variable 5 : WORKING CONDITION

TABLE.4.1.23. TABLE INDICATING SEC 5 - STATEMENT ON WORKING CONDITION

Management should give a good deal of attention to the physical working conditions of employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	210	60%
AGREE	74	21%
NEUTRAL	28	8%
DISAGREE	32	9%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 23. CHART REPRESENTING SEC 5 - STATEMENT ON WORKING CONDITION



INTERPRETATION:

From the above table and chart, it is interpreted that 60% of the respondents are strongly agreed, 21% of respondents are agreed, 8% of respondents are neutral, 9% of respondents are disagreed and 2% of respondents are strongly disagreed to the statement that **Management should give a good deal of attention to the physical working conditions of employees.**

INFERENCE:

Majority (60%) of the respondents strongly agreed that **Management should give a good deal of attention to the physical working conditions of employees.**

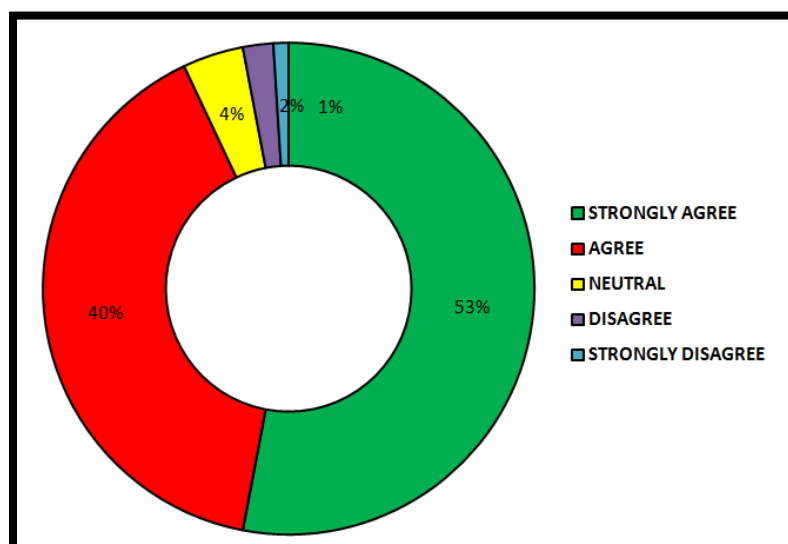
vi.Security Needs Variable 6 : SAFETY MEASURES

TABLE.4.1.24. TABLE INDICATING SEC 6 - STATEMENT ON SAFETY MEASURES

Management should give a good deal of attention to the physical working conditions of employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	186	53%
AGREE	140	40%
NEUTRAL	14	4%
DISAGREE	7	2%
STRONGLY DISAGREE	4	1%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.24. CHART REPRESENTING SEC 6 - STATEMENT ON SAFETY MEASURES



INTERPRETATION:

From the above table and chart, it is interpreted that 53% of the respondents are strongly agreed, 40% of respondents are agreed, 4% of respondents are neutral, 2% of respondents are disagreed and 1% of respondents are strongly disagreed to the statement that **adequate safety measures should be provided to employees and medical facility for employees.**

INFERENCE:

Majority (53%) of the respondents strongly agreed that **adequate safety measures should be provided to employees and medical facility for employees.**

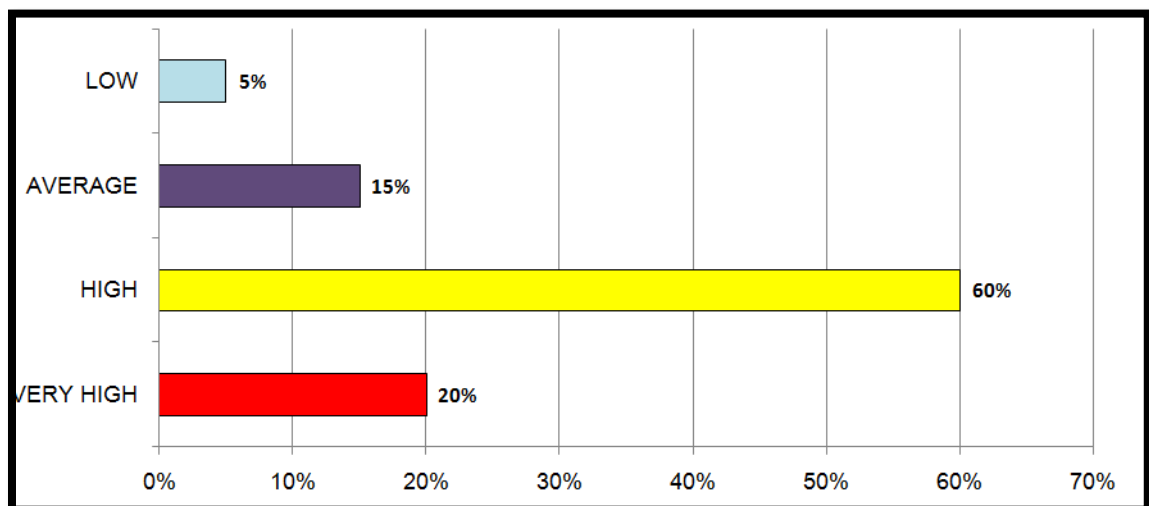
13.What is your opinion regarding the workload?

TABLE.4.1.25. TABLE INDICATING WORK LOAD

WORK LOAD	FREQUENCY	PERCENTAGE
VERY HIGH	70	20%
HIGH	210	60%
AVERAGE	53	15%
LOW	17	5%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 25. CHART REPRESENTING WORK LOAD



INTERPRETATION:

From the above table and chart, it is interpreted that 20% of the respondents have very high work load, 60% of respondents have high workload, 15% of respondents have average workload and 5% of respondents have low workload.

INFERENCE:

Majority (60%) of the respondents have high work load.

D. LOVING NEEDS

The respondents were to rate the LOVING NEEDS(LOV) in company (Refer Question No.14 in Annexure) . The attributes comprised :

- i. Satisfaction level with the quality of relationships.
- ii. Indicate your perception of the participation of your management in social events
- iii. What is your perception about the role of your supervisor in the matter?
- iv. How would you rate the mechanisms for the redressal of employee grievances in your organization?
- v. What is your perception regarding the nature of relationship between superior and subordinate?
- vi. Indicate your satisfaction level in achieving cooperation from co workers

The rating scale comprised 5 points with 5 for Extremely satisfied and 1 for extremely dissatisfied. Their responses are presented in the Table 4.1.26.

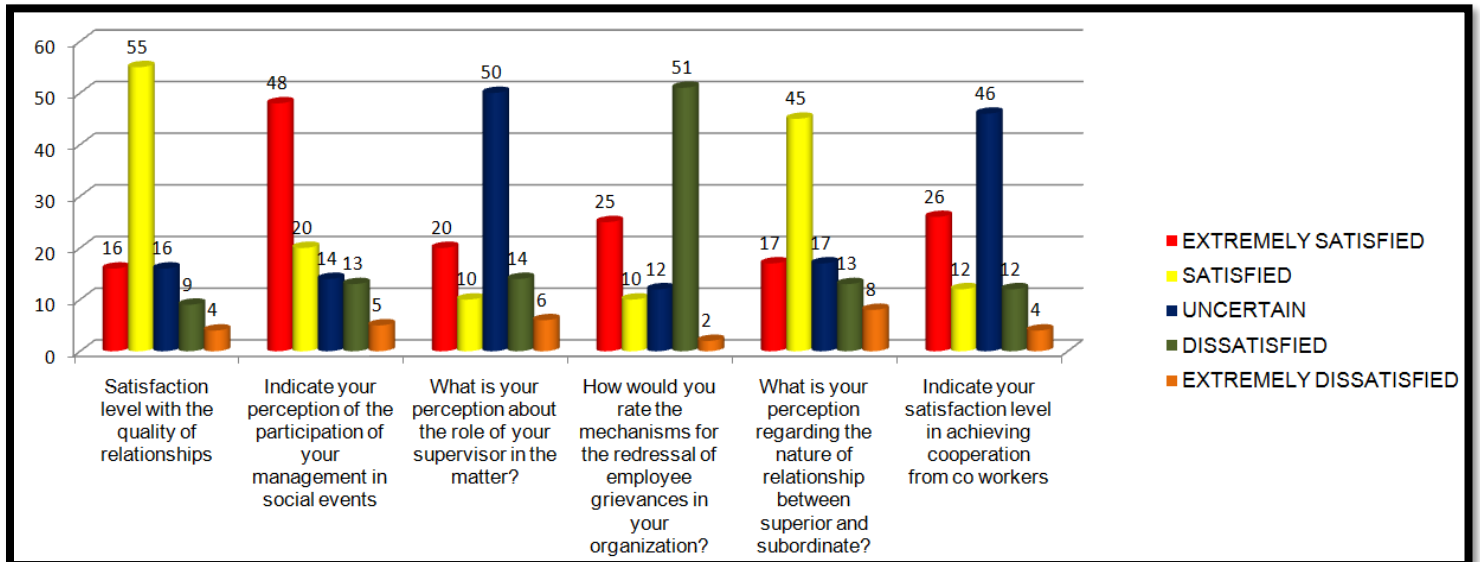
14. Indicate your Level of satisfaction in “ LOVING NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

**TABLE.4.1.26. TABLE INDICATING SATISFACTION LEVEL OF LOVING
NEEDS OF EMPLOYEES**

LOVING NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Satisfaction level with the quality of relationships	56	16	193	55	56	16	31	9	14	4	350	100
Indicate your perception of the participation of your management in social events	168	48	70	20	49	14	45	13	18	5	350	100
What is your perception about the role of your supervisor in the matter?	70	20	35	10	175	50	49	14	21	6	350	100
How would you rate the mechanisms for the redressal of employee grievances in your organization?	88	25	35	10	42	12	178	51	7	2	350	100
What is your perception regarding the nature of relationship between superior and subordinate?	60	17	157	45	60	17	45	13	28	8	350	100
Indicate your satisfaction level in achieving cooperation from co workers	91	26	42	12	161	46	42	12	14	4	350	100

Source: Primary Data

**CHART.4.1.26. CHART REPRESENTING SATISFACTION LEVEL OF LOVING
NEEDS OF EMPLOYEES**



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 16% of the respondents are extremely satisfied, 55% respondents are satisfied, 16% respondents are uncertain, 9% of respondents are dissatisfied and 4% of the respondents strongly dissatisfied about the quality of relationships.
- 48% of the respondents are extremely satisfied, 20% respondents are satisfied, 14% respondents are uncertain, 13% of respondents are dissatisfied and 5% of the respondents strongly dissatisfied about the participation of management in social events.
- 20% of the respondents are extremely satisfied, 10% respondents are satisfied, 50% respondents are uncertain, 14% of respondents are dissatisfied and 6% of the respondents strongly dissatisfied about the role of supervisor in matters of employees.
- 25% of the respondents are extremely satisfied, 10% respondents are satisfied, 12% respondents are uncertain, 51% of respondents are dissatisfied and 2% of the respondents strongly dissatisfied with the mechanisms for the redressal of employee grievances in your organization.
- 17% of the respondents are extremely satisfied, 45% respondents are satisfied, 17% respondents are uncertain, 13% of respondents are dissatisfied and 8% of the respondents strongly dissatisfied regarding the nature of relationship between superior and subordinate.
- 26% of the respondents are extremely satisfied, 12% respondents are satisfied, 46% respondents are uncertain, 12% of respondents are dissatisfied and 4% of the respondents strongly dissatisfied in achieving cooperation from co workers.

INFERENCE:

- Majority (55%) of respondents satisfied with the quality of relationship.
- Majority (48%) are extremely satisfied about the participation of management in social events.
- Majority (50%) of respondents are uncertain about the role of supervisor in matters of employees.

- Majority (51%) of respondents are dissatisfied with the mechanisms for the redressal of employee grievances in your organization.
- Majority (45%) of respondents satisfied regarding the nature of relationship between superior and subordinate.
- Majority (46%) of respondents are uncertain in achieving cooperation from co workers.

15. Indicate the extent to which you disagree/ agree with the following statements related to your “LOVING NEEDS”. Please circle desired number for each row with the help of the 5-point scale provided.

The respondents were to rate the LOVING NEEDS(LOV) in company (Refer Question No.15 in Annexure) . The attributes comprised :

- Employees have good relationships with other staff members.
- Management could show more interest in the employees by sponsoring social events after work hours.
- Supervisors ought to work hard to develop a friendly working atmosphere among their people.
- Effective mechanism for grievance redressal contributes towards better interpersonal relationships.
- Well defined superior sub ordinate relationship contributes to positive social environment within organization.
- Attainment of co operation among coworkers is essential.

The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 4.1.27 to 4.1.32.

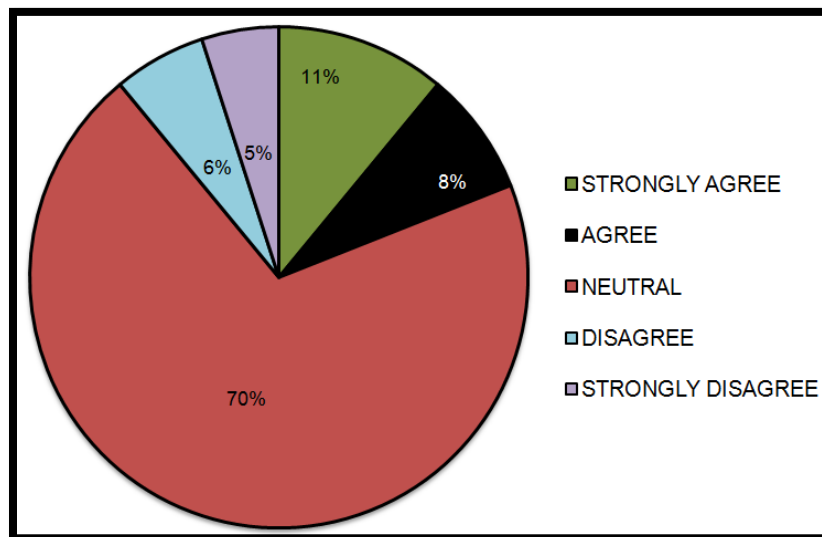
i. Loving Needs Variable 1 : GOOD RELATIONSHIP

TABLE.4.1.27. TABLE INDICATING LOV 1 - STATEMENT ON GOOD RELATIONSHIP

Employees have good relationships with other staff members	FREQUENCY	PERCENTAGE
STRONGLY AGREE	39	11%
AGREE	28	8%
NEUTRAL	245	70%
DISAGREE	21	6%
STRONGLY DISAGREE	18	5%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.27. CHART REPRESENTING LOV 1 - STATEMENT ON GOOD RELATIONSHIP



INTERPRETATION:

From the above table and chart, it is interpreted that 11% of the respondents are strongly agreed, 8% of respondents are agreed, 70% of respondents are neutral, 6% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that **Employees have good relationships with other staff members**.

INFERENCE:

Majority (70%) of the respondents are neutral that **Employees have good relationships with other staff members**.

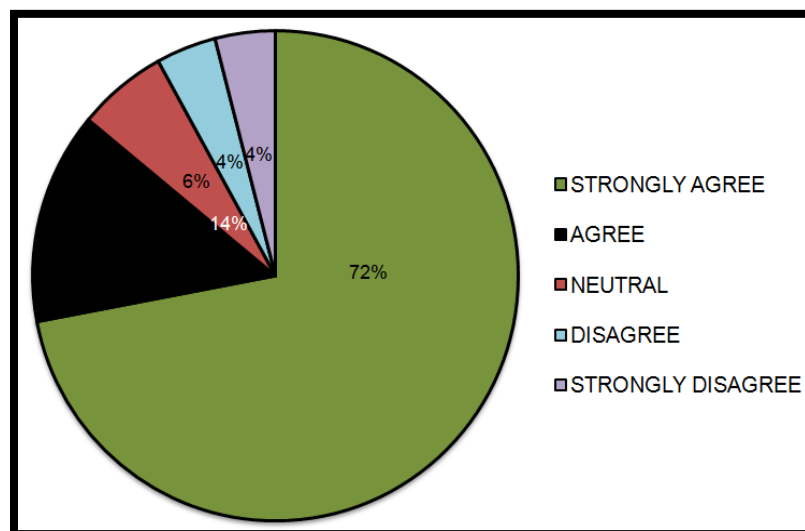
ii. Loving Needs Variable 2 : SOCIAL EVENTS

TABLE.4.1.28. TABLE INDICATING LOV 2 - STATEMENT ON SOCIAL EVENTS

Management could show more interest in the employees by sponsoring social events after work hours	FREQUENCY	PERCENTAGE
STRONGLY AGREE	252	72%
AGREE	49	14%
NEUTRAL	21	6%
DISAGREE	14	4%
STRONGLY DISAGREE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.28. CHART REPRESENTING LOV 2 - STATEMENT ON SOCIAL EVENTS



INTERPRETATION:

From the above table and chart, it is interpreted that 72% of the respondents are strongly agreed, 14% of respondents are agreed, 6% of respondents are neutral, 4% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that **Management could show more interest in the employees by sponsoring social events after work hours.**

INFERENCE:

Majority (72%) of the respondents Strongly agreed that **Management could show more interest in the employees by sponsoring social events after work hours.**

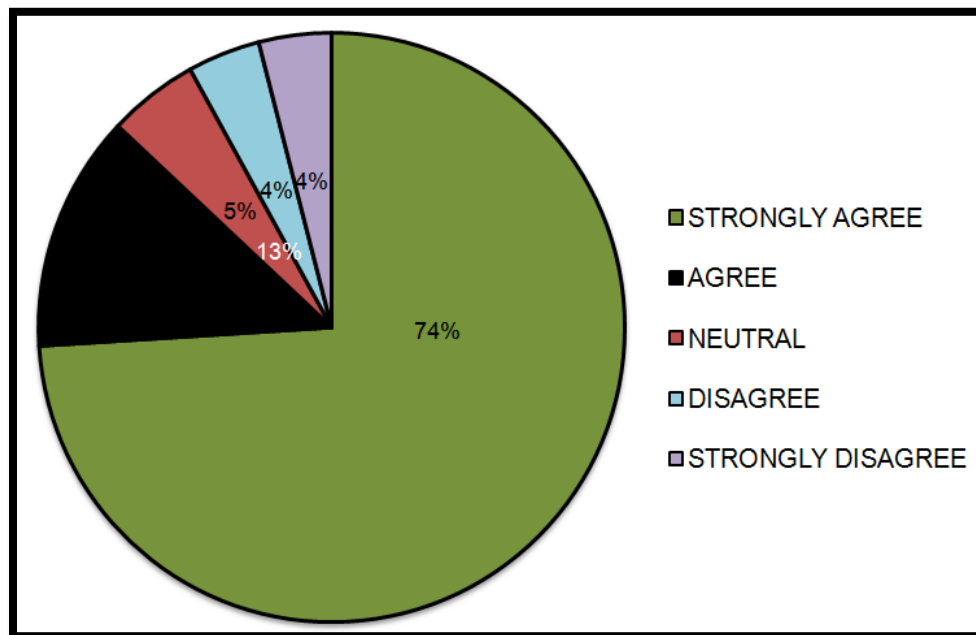
iii. Loving Needs Variable 3 : FRIENDLY ATMOSPHERE

TABLE.4.1.29. TABLE INDICATING LOV 3 - STATEMENT ON FRIENDLY ATMOSPHERE

Supervisors ought to work hard to develop a friendly working atmosphere among their people	FREQUENCY	PERCENTAGE
STRONGLY AGREE	259	74%
AGREE	46	13%
NEUTRAL	19	5%
DISAGREE	14	4%
STRONGLY DISAGREE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.29. LOV 3 - CHART REPRESENTING STATEMENT ON FRIENDLY ATMOSPHERE



INTERPRETATION:

From the above table and chart, it is interpreted that 74% of the respondents are strongly agreed, 13% of respondents are agreed, 5% of respondents are neutral, 4% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that **Supervisors ought to work hard to develop a friendly working atmosphere among their people.**

INFERENCE:

Majority (74%) of the respondents Strongly agreed that **Supervisors ought to work hard to develop a friendly working atmosphere among their people.**

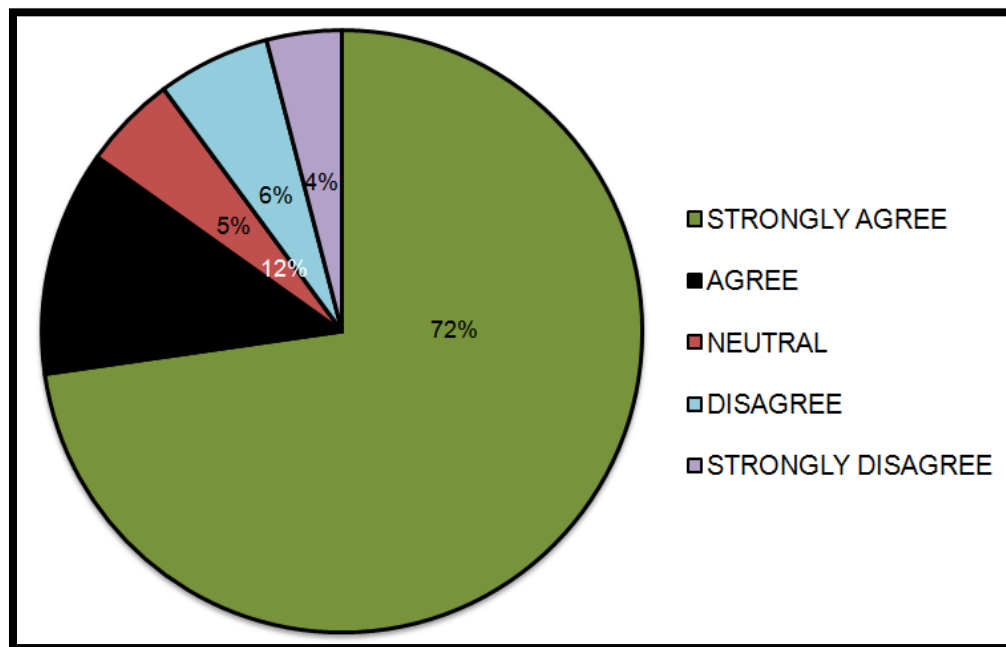
iv.Loving Needs Variable 4 : GRIEVANCE REDRESSAL

TABLE.4.1.30. TABLE INDICATING LOV 4 - STATEMENT ON GRIEVANCE REDRESSAL

Effective mechanism for grievance redressal contributes towards better interpersonal relationships	FREQUENCY	PERCENTAGE
STRONGLY AGREE	252	72%
AGREE	42	12%
NEUTRAL	18	5%
DISAGREE	21	6%
STRONGLY DISAGREE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.30. LOV 4 - CHART REPRESENTING STATEMENT ON GRIEVANCE REDRESSAL



INTERPRETATION:

From the above table and chart, it is interpreted that 72% of the respondents are strongly agreed, 12% of respondents are agreed, 5% of respondents are neutral, 6% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that **Effective mechanism for grievance redressal contributes towards better interpersonal relationships.**

INFERENCE:

Majority (72%) of the respondents Strongly agreed that **Effective mechanism for grievance redressal contributes towards better interpersonal relationships.**

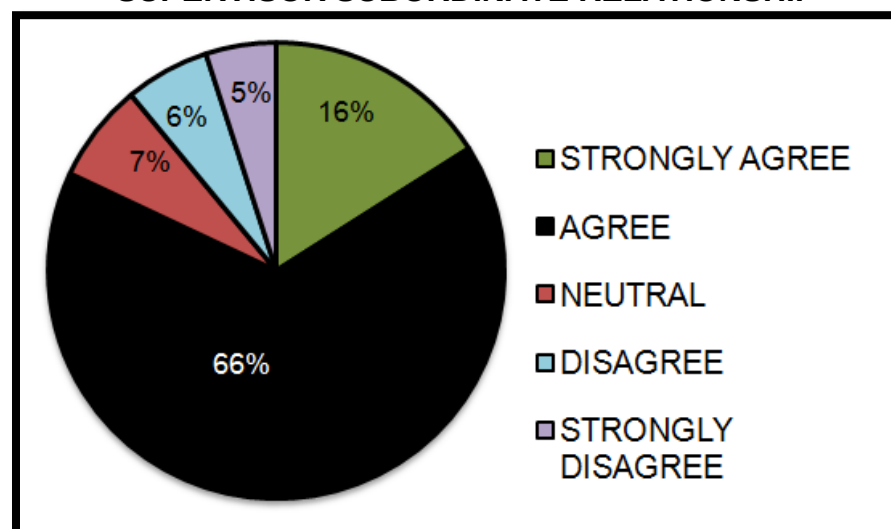
v.Loving Needs Variable 5 : SUPERVISOR SUBORDINATE RELATIONSHIP

TABLE.4.1.31. TABLE INDICATING LOV 5 - STATEMENT ON SUPERVISOR SUBORDINATE RELATIONSHIP

Well defined superior sub ordinate relationship contributes to positive social environment within organization	FREQUENCY	PERCENTAGE
STRONGLY AGREE	56	16%
AGREE	231	66%
NEUTRAL	25	7%
DISAGREE	21	6%
STRONGLY DISAGREE	17	5%
TOTAL	350	100%

Source: Primary Data

CHART. 4. 1.31. LOV 5 - CHART REPRESENTING STATEMENT ON SUPERVISOR SUBORDINATE RELATIONSHIP



INTERPRETATION:

From the above table and chart, it is interpreted that 16% of the respondents are strongly agreed, 66% of respondents are agreed, 7% of respondents are neutral, 6% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that **Well defined superior sub ordinate relationship contributes to positive social environment within organization.**

INFERENCE:

Majority (66%) of the respondents agreed that **Well defined superior sub ordinate relationship contributes to positive social environment within organization.**

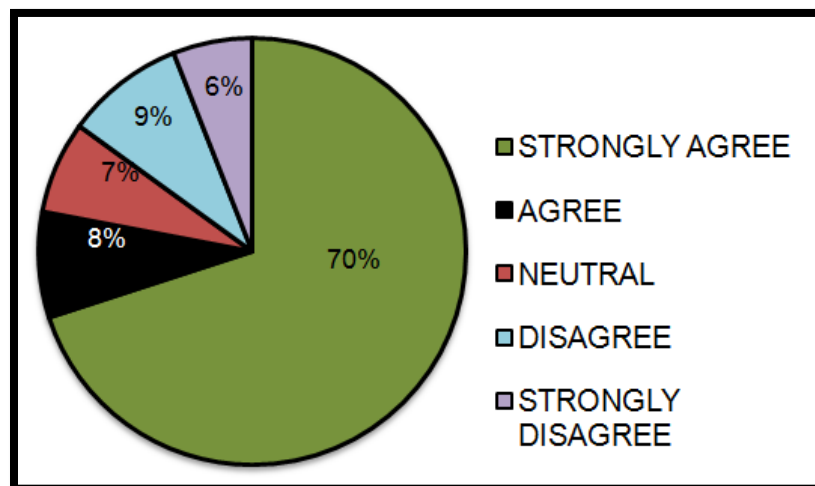
vi.Loving Needs Variable 6 : COOPERATION

**TABLE.4.1.32. TABLE INDICATING LOV 6 - STATEMENT ON
COOPERATION**

Attainment of co operation among coworkers is essential	FREQUENCY	PERCENTAGE
STRONGLY AGREE	245	70%
AGREE	28	8%
NEUTRAL	24	7%
DISAGREE	32	9%
STRONGLY DISAGREE	21	6%
TOTAL	350	100%

Source: Primary Data

**CHART. 4. 1. 32. LOV 6 - CHART REPRESENTING STATEMENT ON
COOPERATION**



INTERPRETATION:

From the above table and chart, it is interpreted that 70% of the respondents are strongly agreed, 8% of respondents are agreed, 7% of respondents are neutral, 9% of respondents are disagreed and 6% of respondents are strongly disagreed to the statement that **Attainment of co operation among coworkers is essential.**

INFERENCE:

Majority (70%) of the respondents strongly agreed that **Attainment of co operation among coworkers is essential.**

16. Indicate your Level of Interest that satisfies your Social Needs to retain in your company (1.Very interested 2.Fairly interested 3.Not very interested 4.Not at all interested 5.Not sure):

The respondents were to rate the LOVING NEEDS(LOV) in company (Refer Question No.16 in Annexure) . The attributes comprised :

- vii. CLOSE FRIENDSHIP
- viii. HELPING THE COWORKERS
- ix. LIKING AND DESIRES
- x. AFTER WORK ACTIVITIES (PLAYING,PICNICS)
- xi. SENSE OF BELONGING TO GROUP

The rating scale comprised 5 points to find the level of interest with 5 for Very Interested and 1 for Not sure. Their responses are presented in the Tables 4.1.33 to 4.1.37.

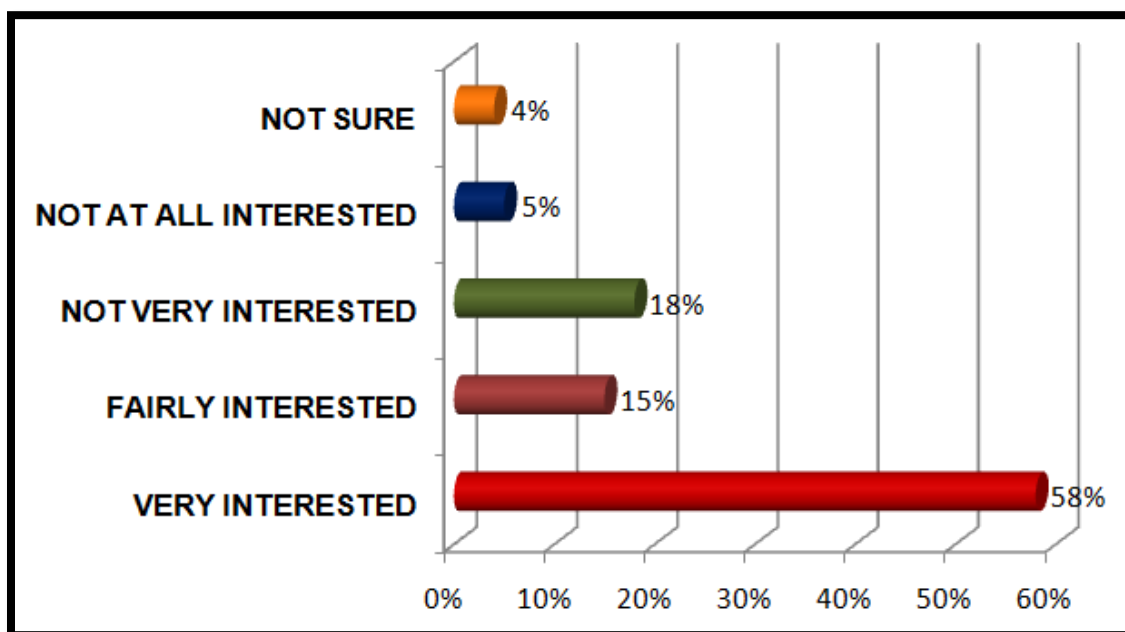
vii.Loving Needs Variable 7 : CLOSE FRIENDSHIP

TABLE.4.1.33. TABLE INDICATING LOV 7 – CLOSE FRIENDSHIP

CLOSE FRIENDSHIP	FREQUENCY	PERCENTAGE
VERY INTERESTED	203	58%
FAIRLY INTERESTED	53	15%
NOT VERY INTERESTED	63	18%
NOT AT ALL INTERESTED	18	5%
NOT SURE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.33. CHART REPRESENTING LOV 7 – CLOSE FRIENDSHIP



INTERPRETATION:

From the above table and chart, it is interpreted that 58% of the respondents are very interested, 15% of respondents are fairly interested, 18% of respondents are not very interested, 5% of respondents are not at all interested and 4% of respondents are not sure to have close friendships in company.

INFERENCE:

Majority (58%) strongly agreed to have close friendships.

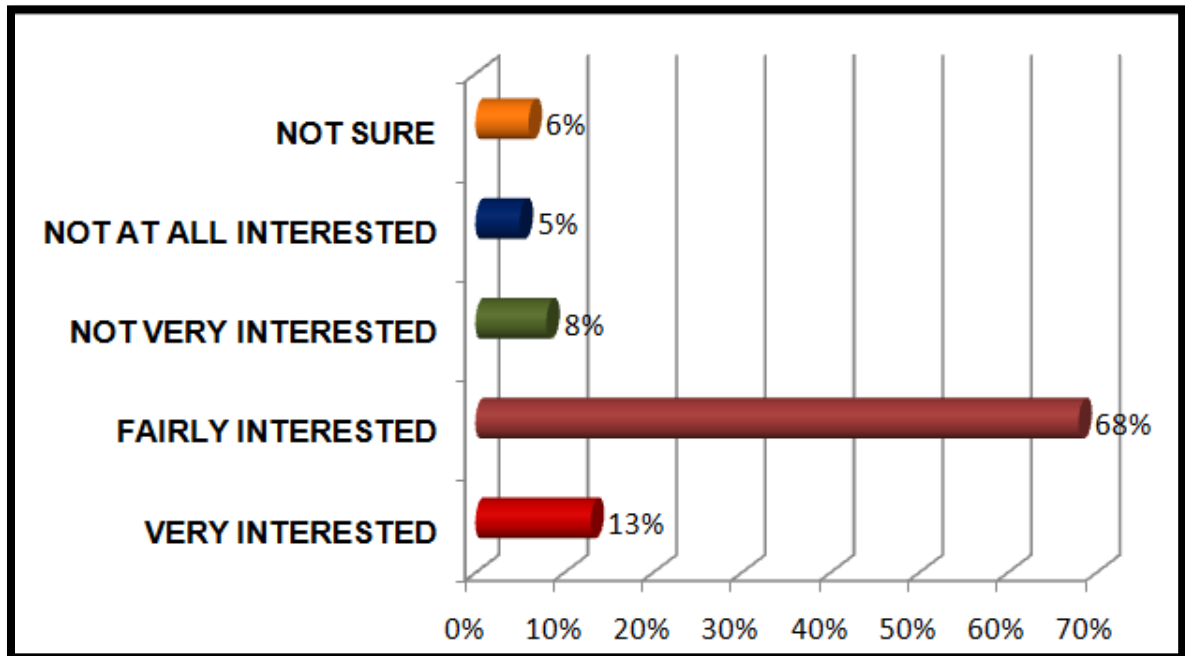
viii. Loving Needs Variable 8 : HELPING THE COWORKERS

TABLE.4.1.34. TABLE INDICATING LOV 8 – HELPING THE COWORKERS

HELPING THE COWORKERS	FREQUENCY	PERCENTAGE
VERY INTERESTED	46	13%
FAIRLY INTERESTED	231	68%
NOT VERY INTERESTED	28	8%
NOT AT ALL INTERESTED	18	5%
NOT SURE	21	6%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.34. CHART REPRESENTING LOV 8 – HELPING THE COWORKERS



INTERPRETATION:

From the above table and chart, it is interpreted that 13% of the respondents are very interested, 68% of respondents are fairly interested, 8% of respondents are not very interested, 5% of respondents are not at all interested and 6% of respondents are not sure in helping the coworkers.

INFERENCE:

Majority (68%) fairly interested in helping the coworkers.

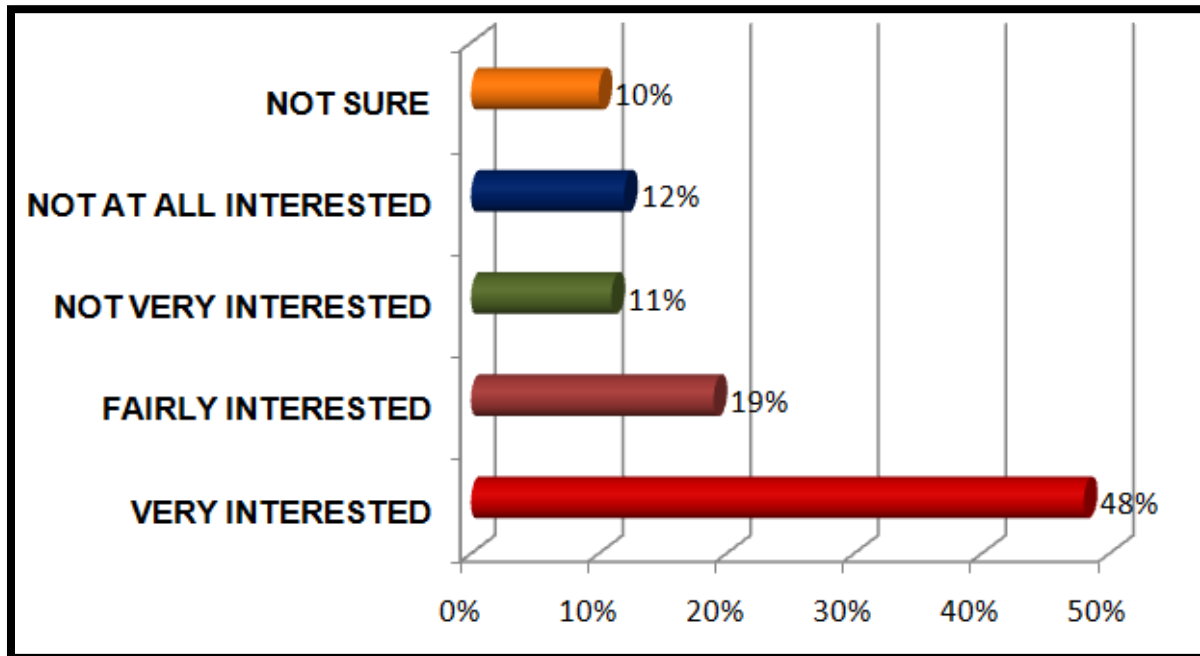
ix. Loving Needs Variable 9 : LIKING AND DESIRES

TABLE.4.1.35. TABLE INDICATING LOV 9 – LIKING AND DESIRES

LIKING AND DESIRES	FREQUENCY	PERCENTAGE
VERY INTERESTED	168	48%
FAIRLY INTERESTED	67	19%
NOT VERY INTERESTED	39	11%
NOT AT ALL INTERESTED	42	12%
NOT SURE	35	10%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.35. CHART REPRESENTING LOV 9– LIKING AND DESIRES



INTERPRETATION:

From the above table and chart, it is interpreted that 48% of the respondents are very interested, 19% of respondents are fairly interested, 11% of respondents are not very interested, 12% of respondents are not at all interested and 10% of respondents are not sure in liking and desires.

INFERENCE:

Majority (48%) are very interested in liking and desires.

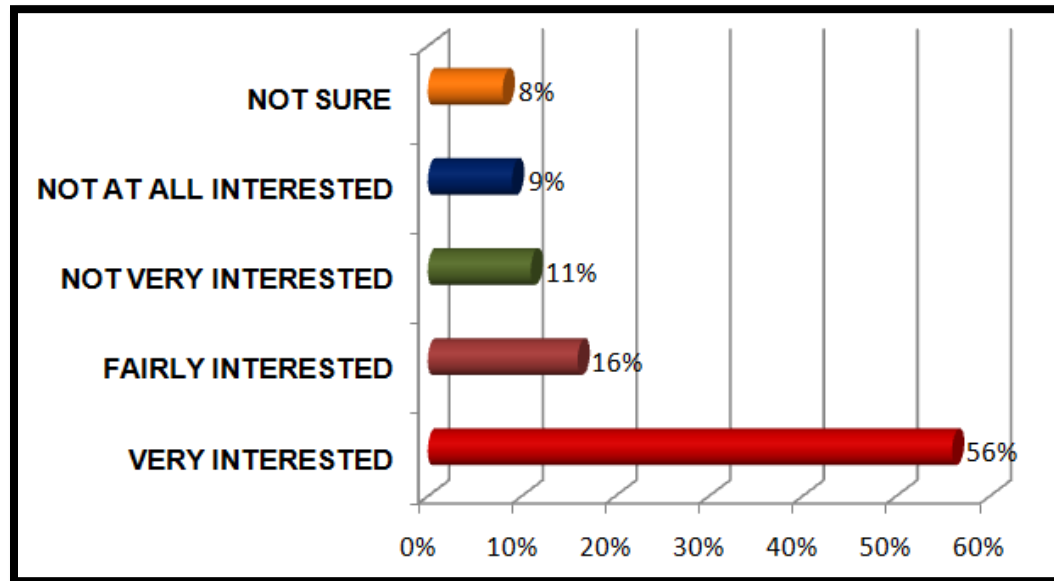
x. Loving Needs Variable 10 : AFTER WORK ACTIVITIES (PLAYING,PICNICS)

TABLE.4.1.36. TABLE INDICATING LOV 10 – AFTER WORK ACTIVITIES (PLAYING,PICNICS)

AFTER WORK ACTIVITIES (PLAYING,PICNICS)	FREQUENCY	PERCENTAGE
VERY INTERESTED	196	56%
FAIRLY INTERESTED	56	16%
NOT VERY INTERESTED	39	11%
NOT AT ALL INTERESTED	32	9%
NOT SURE	28	8%
TOTAL	350	100%

Source: Primary Data

**CHART. 4.1. 36. CHART REPRESENTING LOV 10 – AFTER WORK
ACTIVITIES (PLAYING,PICNICS)**



INTERPRETATION:

From the above table and chart, it is interpreted that 56% of the respondents are very interested, 16% of respondents are fairly interested, 11% of respondents are not very interested, 9% of respondents are not at all interested and 8% of respondents are not sure in after work activities such as playing picnic.

INFERENCE:

Majority (56%) are very interested in after work activities such as playing picnic.

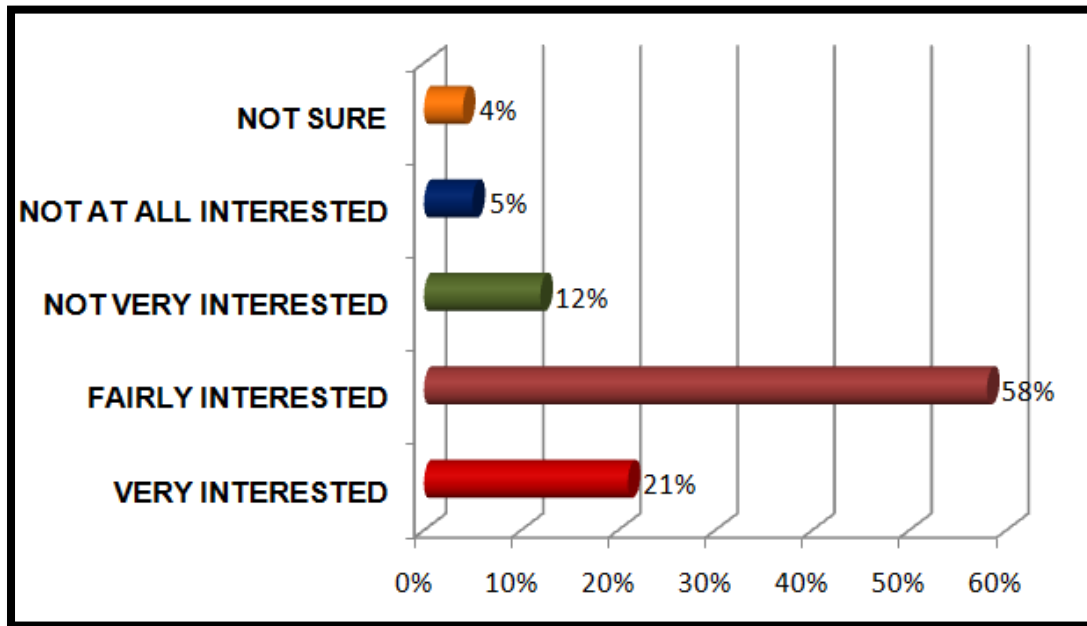
xi. Loving Needs Variable 11 : SENSE OF BELONGING TO GROUP

TABLE.4.1.37. TABLE INDICATING LOV 11 – SENSE OF BELONGING TO GROUP

SENSE OF BELONGING TO GROUP	FREQUENCY	PERCENTAGE
VERY INTERESTED	74	21%
FAIRLY INTERESTED	196	58%
NOT VERY INTERESTED	42	12%
NOT AT ALL INTERESTED	18	5%
NOT SURE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4. 1.37. LOV 11 – CHART REPRESENTING SENSE OF BELONGING TO GROUP



INTERPRETATION:

From the above table and chart, it is interpreted that 21% of the respondents are very interested, 58% of respondents are fairly interested, 12% of respondents are not very interested, 5% of respondents are not at all interested and 4% of respondents are not sure in sense of belonging to group.

INFERENCE:

Majority (58%) are fairly interested in sense of belonging to group.

E. ESTEEM NEEDS

The respondents were to rate the ESTEEM NEEDS(EST) in company (Refer Question No.17 in Annexure) . The attributes comprised :

- i. How do you feel about your supervisor's recognition of your performance?
- ii. State your satisfaction level in pride of one's work.
- iii. Indicate the degree of access to higher level of management.

- iv. What is the degree of liberty in decision making available to you in organization.
- v. Express your view with regard to opportunities available for career development.
- vi. Express your view with regard to rewards and recognition

The rating scale comprised 5 points with 5 for Extremely satisfied and 1 for extremely dissatisfied. Their responses are presented in the Tables 4.1.38.

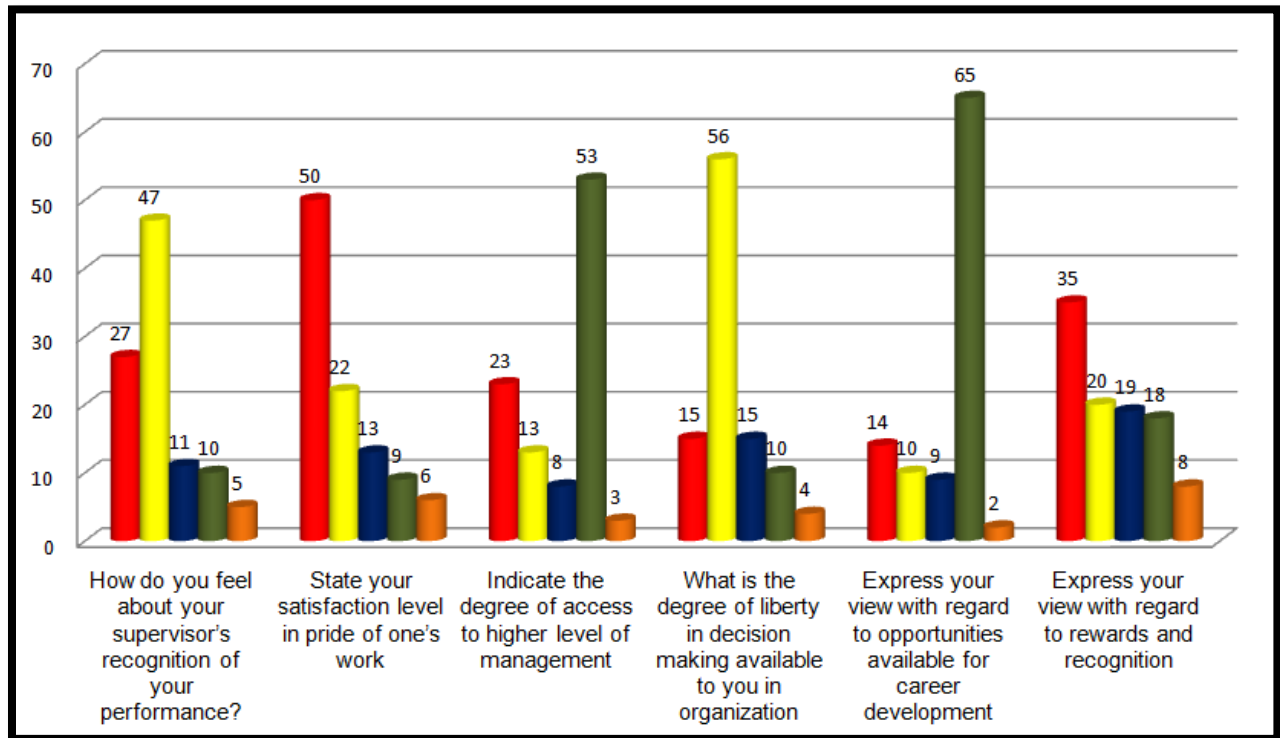
17. Indicate your Level of satisfaction in “ESTEEM NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

TABLE.4.1.38. TABLE INDICATING SATISFACTION LEVEL OF ESTEEM NEEDS OF EMPLOYEES

ESTEEM NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
How do you feel about your supervisor's recognition of your performance?	94	27	164	47	39	11	35	10	18	5	350	100
State your satisfaction level in pride of one's work	175	50	77	22	46	13	31	9	21	6	350	100
Indicate the degree of access to higher level of management	81	23	46	13	28	8	185	53	10	3	350	100
What is the degree of liberty in decision making available to you in organization	53	15	195	56	53	15	35	10	14	4	350	100
Express your view with regard to opportunities available for career development	49	14	35	10	31	9	228	65	7	2	350	100
Express your view with regard to rewards and recognition	122	35	70	20	67	19	63	18	28	8	350	100

Source: Primary Data

**CHART.4.1.38. CHART REPRESENTING SATISFACTION LEVEL OF
ESTEEM NEEDS OF EMPLOYEES**



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 27% of the respondents are extremely satisfied, 47% respondents are satisfied, 11% respondents are uncertain, 10% of respondents are dissatisfied and 5% of the respondents strongly dissatisfied about the supervisor's recognition to their performance.
- 50% of the respondents are extremely satisfied, 22% respondents are satisfied, 13% respondents are uncertain, 9% of respondents are dissatisfied and 6% of the respondents strongly dissatisfied about the pride of employees work.
- 23% of the respondents are extremely satisfied, 13% respondents are satisfied, 8% respondents are uncertain, 53% of respondents are dissatisfied and 3% of the respondents strongly dissatisfied about the degree of access to higher level of management.
- 15% of the respondents are extremely satisfied, 56% respondents are satisfied, 15% respondents are uncertain, 10% of respondents are dissatisfied and 4% of the

respondents strongly dissatisfied about the degree of liberty in decision making available in the organization.

- 14% of the respondents are extremely satisfied, 10% respondents are satisfied, 9% respondents are uncertain, 65% of respondents are dissatisfied and 2% of the respondents strongly dissatisfied about the opportunities available in company for career development.
- 35% of the respondents are extremely satisfied, 20% respondents are satisfied, 19% respondents are uncertain, 18% of respondents are dissatisfied and 8% of the respondents strongly dissatisfied about the rewards and recognition.

INFERENCE:

- Majority (47%) are satisfied about the supervisor's recognition to their performance.
- Majority (50%) are extremely satisfied about the pride of employees work.
- Majority (53%) are dissatisfied about the degree of access to higher level of management.
- Majority (56%) are satisfied about the degree of liberty in decision making available in the organization.
- Majority (65%) are dissatisfied about the opportunities available in company for career development.
- Majority (35%) are extremely satisfied about the rewards and recognition.

18. Indicate the extent to which you disagree/ agree with the following statements related to your "ESTEEM NEEDS". Please circle desired number for each row with the help of the 5-point scale provided.

The respondents were to rate the ESTEEM NEEDS(EST) in company (Refer Question No.18 in Annexure) . The attributes comprised :

- i. Organization recognize and acknowledge your work.
- ii. Pride in one's work is an important reward
- iii. Access to higher level of management is important
- iv. Self initiative to strict supervision is needed
- v. Company has well defined plans for career development of employees.
- vi. Company should have built in mechanism for recognition and reward for better performance.

The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 4.1.39 to 4.1.44.

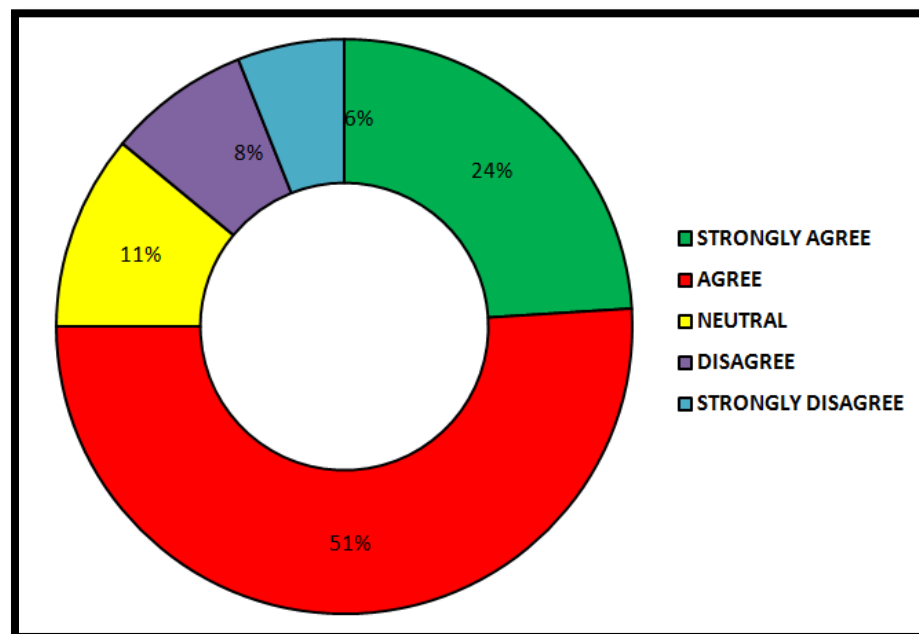
i. Esteem Needs Variable 1 : SUPERVISOR RECOGNITION

TABLE.4.1.39. TABLE INDICATING EST 1 - STATEMENT ON SUPERVISOR RECOGNITION

Organization recognize and acknowledge your work	FREQUENCY	PERCENTAGE
STRONGLY AGREE	84	24%
AGREE	179	51%
NEUTRAL	38	11%
DISAGREE	28	8%
STRONGLY DISAGREE	21	6%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.39. CHART REPRESENTING EST 1 - STATEMENT ON SUPERVISOR RECOGNITION



INTERPRETATION:

From the above table and chart, it is interpreted that 24% of the respondents are strongly agreed, 51% of respondents are agreed, 11% of respondents are neutral, 8%

of respondents are disagreed and 6% of respondents are strongly disagreed to the statement that **Organization recognize and acknowledge your work.**

INFERENCE:

Majority (51%) of the respondents are agreed that **Organization recognize and acknowledge your work.**

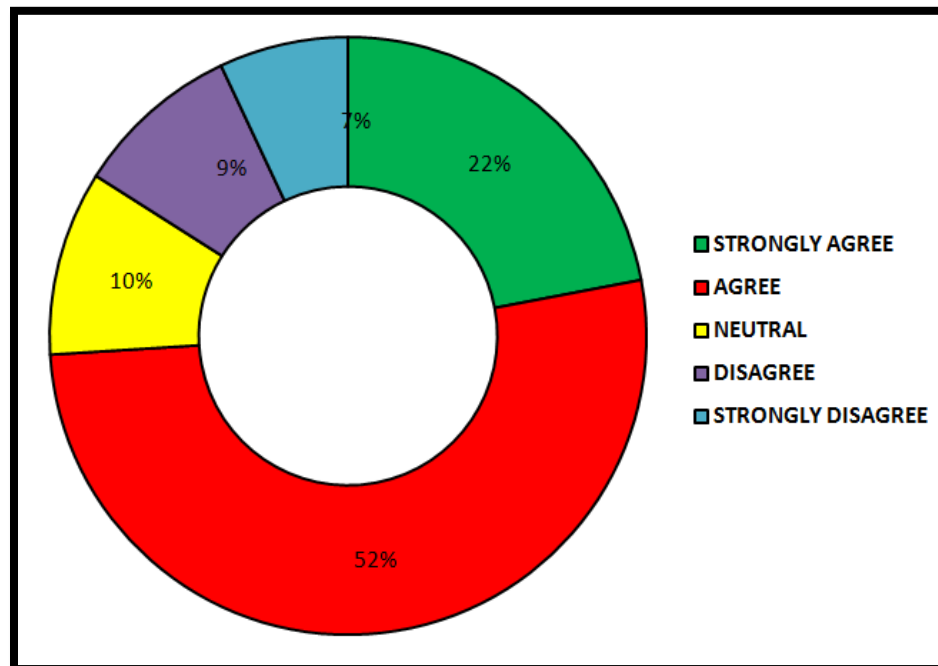
ii. Esteem Needs Variable 2 : PRIDE

TABLE.4.1.40. TABLE INDICATING EST 2 - STATEMENT ON PRIDE

Pride in one's work is an important reward	FREQUENCY	PERCENTAGE
STRONGLY AGREE	77	22%
AGREE	181	52%
NEUTRAL	35	10%
DISAGREE	32	9%
STRONGLY DISAGREE	25	7%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.40. CHART REPRESENTING EST 2 - STATEMENT ON PRIDE



INTERPRETATION:

From the above table and chart, it is interpreted that 22% of the respondents are strongly agreed, 52% of respondents are agreed, 10% of respondents are neutral, 9% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that **Pride in one's work is an important reward**.

INFERENCE:

Majority (52%) of the respondents are agreed that **Pride in one's work is an important reward**.

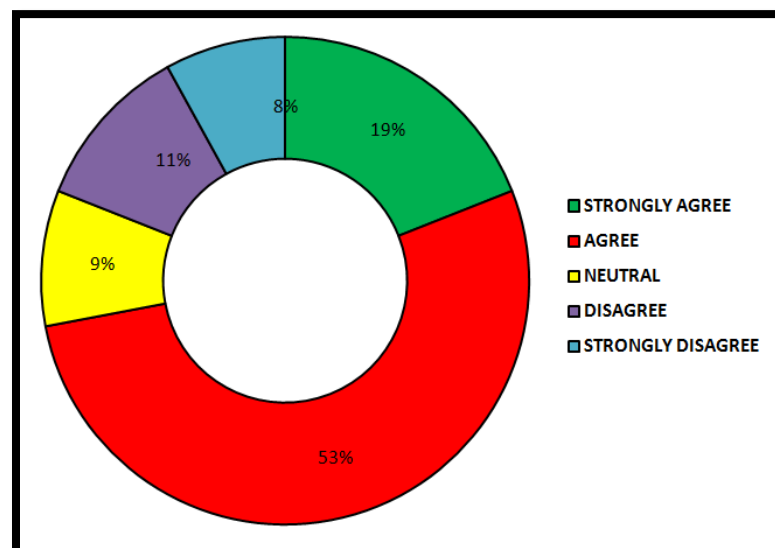
iii.Esteem Needs Variable 3 : ACCESS TO HIGHER LEVEL

TABLE.4.1.41. TABLE INDICATING EST 3 – STATEMENT ON ACCESS TO HIGHER LEVEL

Access to higher level of management is important	FREQUENCY	PERCENTAGE
STRONGLY AGREE	66	19%
AGREE	186	53%
NEUTRAL	32	9%
DISAGREE	38	11%
STRONGLY DISAGREE	28	8%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 41. CHART REPRESENTING EST 3 – STATEMENT ON ACCESS TO HIGHER LEVEL



INTERPRETATION:

From the above table and chart, it is interpreted that 19% of the respondents are strongly agreed, 53% of respondents are agreed, 9% of respondents are neutral, 11% of respondents are disagreed and 8% of respondents are strongly disagreed to the statement that **Access to higher level of management is important.**

INFERENCE:

Majority (53%) of the respondents are agreed that **Access to higher level of management is important.**

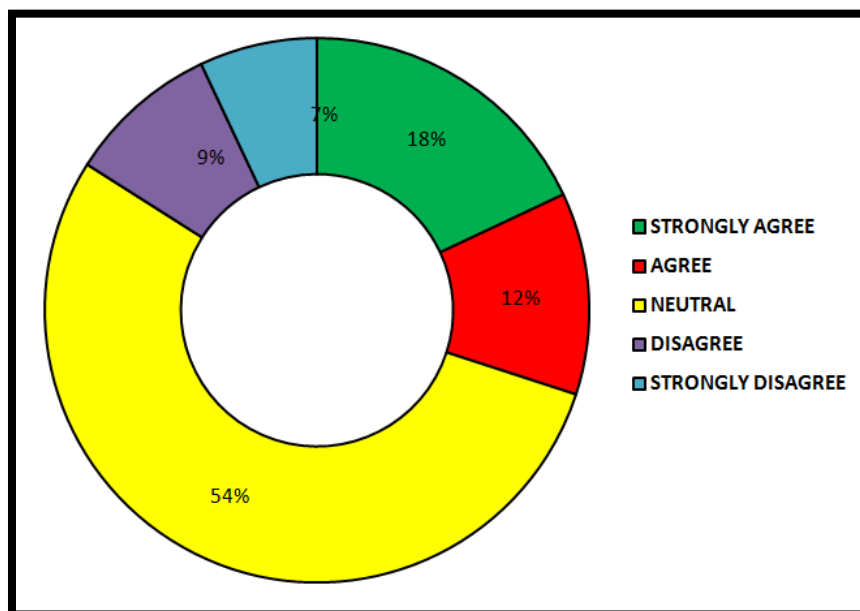
iv.Esteem Needs Variable 4 : SELF INITIATIVE

TABLE.4.1.42. TABLE INDICATING EST 4 – STATEMENT ON SELF INITIATIVE

Self initiative to strict supervision is needed	FREQUENCY	PERCENTAGE
STRONGLY AGREE	63	18%
AGREE	42	12%
NEUTRAL	188	54%
DISAGREE	32	9%
STRONGLY DISAGREE	25	7%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 42. CHART REPRESENTING EST 4 – STATEMENT ON SELF INITIATIVE



INTERPRETATION:

From the above table and chart, it is interpreted that 18% of the respondents are strongly agreed, 12% of respondents are agreed, 54% of respondents are neutral, 9% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that **Self initiative to strict supervision is needed.**

INFERENCE:

Majority (54%) of the respondents are neutral that **Self initiative to strict supervision is needed.**

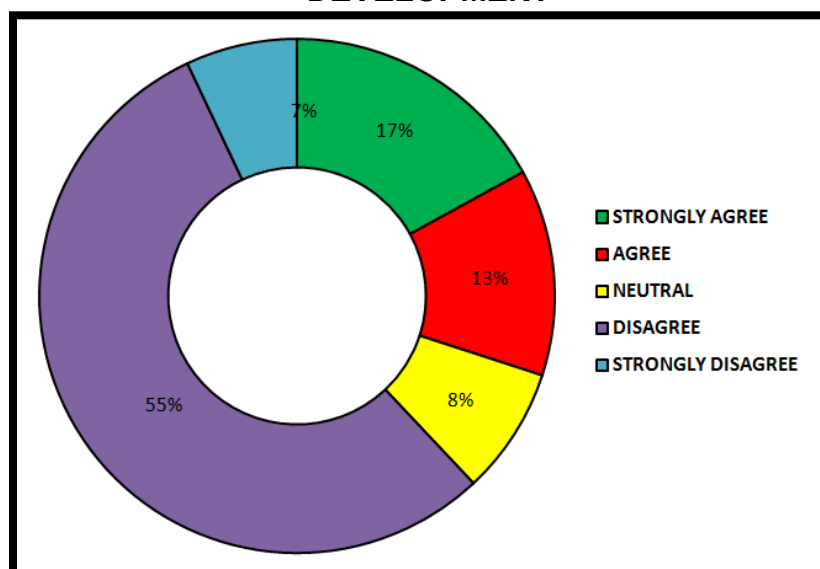
v. Esteem Needs Variable 5 : CAREER DEVELOPMENT

TABLE.4.1.43. TABLE INDICATING EST 5 – STATEMENT ON CAREER DEVELOPMENT

Company has well defined plans for career development of employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	59	17%
AGREE	46	13%
NEUTRAL	28	8%
DISAGREE	192	55%
STRONGLY DISAGREE	25	7%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.43. CHART REPRESENTING EST 5 – STATEMENT ON CAREER DEVELOPMENT



INTERPRETATION:

From the above table and chart, it is interpreted that 17% of the respondents are strongly agreed, 13% of respondents are agreed, 8% of respondents are neutral, 55% of respondents are disagreed and 7% of respondents are strongly disagreed to the statement that **Company has well defined plans for career development of employees.**

INFERENCE:

Majority (55%) of the respondents are dissatisfied that **Company has well defined plans for career development of employees.**

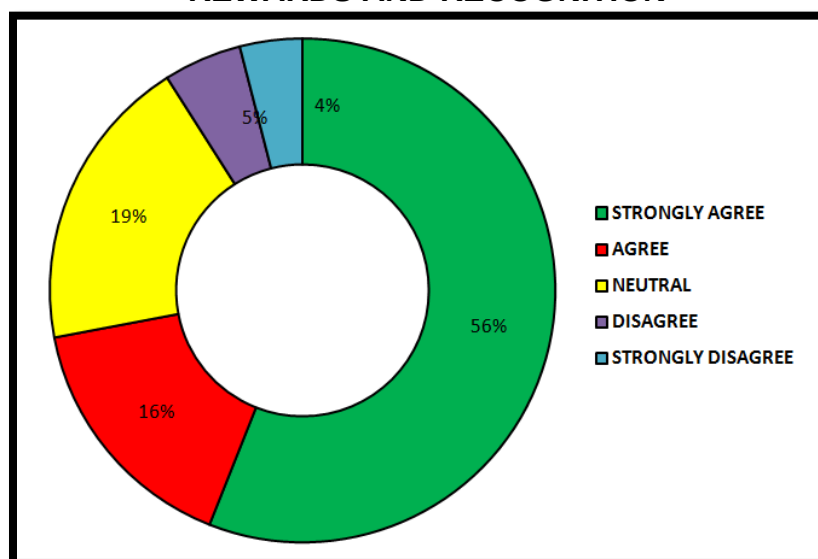
vi.Esteem Needs Variable 6 : REWARDS AND RECOGNITION

TABLE.4.1.44. TABLE INDICATING EST 6 – STATEMENT ON REWARDS AND RECOGNITION

Company should have built in mechanism for recognition and reward for better performance	FREQUENCY	PERCENTAGE
STRONGLY AGREE	196	56%
AGREE	55	16%
NEUTRAL	67	19%
DISAGREE	18	5%
STRONGLY DISAGREE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.44. CHART REPRESENTING EST 6 – STATEMENT ON REWARDS AND RECOGNITION



INTERPRETATION:

From the above table and chart, it is interpreted that 56% of the respondents are strongly agreed, 16% of respondents are agreed, 19% of respondents are neutral, 5% of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that **Company should have built in mechanism for recognition and reward for better performance.**

INFERENCE:

Majority (56%) of the respondents are strongly agreed that **Company should have built in mechanism for recognition and reward for better performance.**

19. Indicate your Level of Importance that satisfies your Esteem Needs to retain in your company (1. Very important 2. Fairly important 3. Not very important 4. Not at all important 5. Not sure):

The respondents were to rate the ESTEEM NEEDS(EST) in company (Refer Question No.19 in Annexure) . The attributes comprised :

- vii. **DEVELOPING MY STATUS**
- viii. **IMPORTANCE OF MY POSITION**
- ix. **RECOGNIZING MY WORK WITH REWARDS**
- x. **PRESITIGE AND REGARD MY POSITION RECEIVES FROM OTHERS**

The rating scale comprised 5 points to find the level of importance with 5 for Very Important and 1 for Not sure. Their responses are presented in the Tables 4.1.45 to 4.1.48.

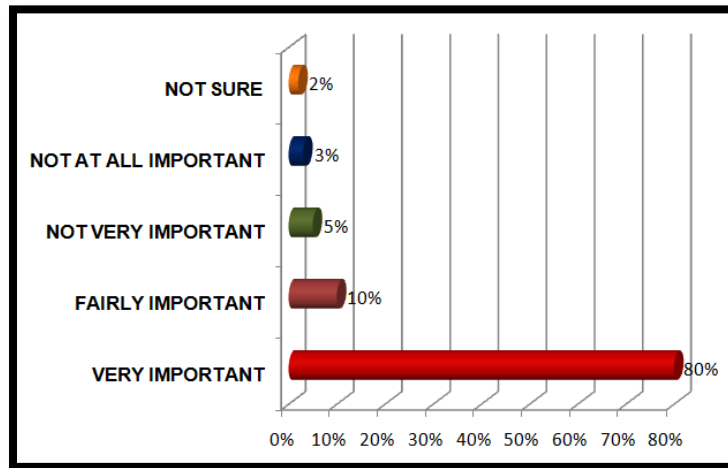
vii. Esteem Needs Variable 7 : DEVELOPING MY STATUS

TABLE.4.1.45. TABLE INDICATING EST 7 – DEVELOPING MY STATUS

DEVELOPING MY STATUS	FREQUENCY	PERCENTAGE
VERY IMPORTANT	280	80%
FAIRLY IMPORTANT	35	10%
NOT VERY IMPORTANT	18	5%
NOT AT ALL IMPORTANT	11	3%
NOT SURE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.45. CHART REPRESENTING EST 7 – DEVELOPING MY STATUS



INTERPRETATION:

From the above table and chart, it is interpreted that 80% of the respondents are very important, 10% of respondents are fairly important, 5% of respondents are not very important, 3% of respondents are not at all important and 2% of respondents are not sure to develop their status

INFERENCE:

Majority (80%) of respondents feel very important to develop their status.

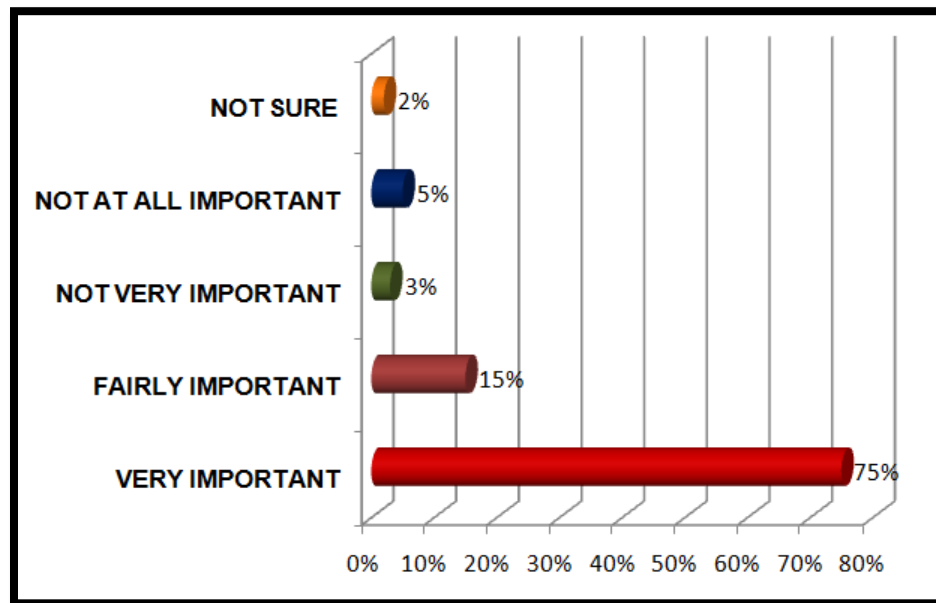
viii. Esteem Needs Variable 8 : IMPORTANCE OF MY POSITION

TABLE.4.1.46. TABLE INDICATING EST 8 – IMPORTANCE OF MY POSITION

IMPORTANCE OF MY POSITION	FREQUENCY	PERCENTAGE
VERY IMPORTANT	263	75%
FAIRLY IMPORTANT	53	15%
NOT VERY IMPORTANT	11	3%
NOT AT ALL IMPORTANT	18	5%
NOT SURE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.46. CHART REPRESENTING EST 8 – IMPORTANCE OF MY POSITION



INTERPRETATION:

From the above table and chart, it is interpreted that 75% of the respondents are very important, 15% of respondents are fairly important, 3% of respondents are not very important, 5% of respondents are not at all important and 2% of respondents are not sure about their position.

INFERENCE:

Majority (75%) of respondents feel very important of their position.

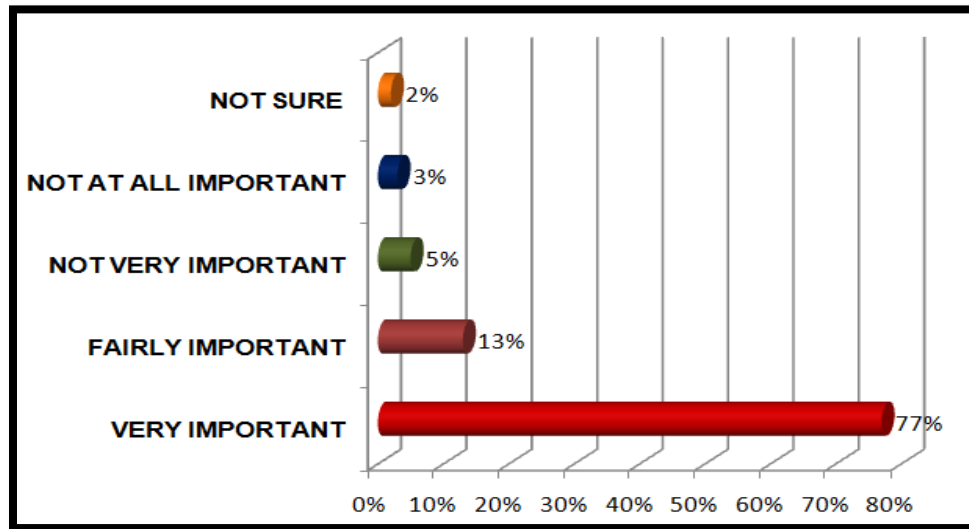
ix. Esteem Needs Variable 9 : RECOGNIZING MY WORK WITH REWARDS

TABLE.4.1.47. TABLE INDICATING EST 9 – RECOGNIZING MY WORK WITH REWARDS

RECOGNIZING MY WORK WITH REWARDS	FREQUENCY	PERCENTAGE
VERY IMPORTANT	270	77%
FAIRLY IMPORTANT	46	13%
NOT VERY IMPORTANT	18	5%
NOT AT ALL IMPORTANT	11	3%
NOT SURE	7	2%
TOTAL	350	100%

Source: Primary Data

**CHART.4.1.47. CHART REPRESENTING EST 9 – RECOGNIZING Y WORK
WITH REWARDS**



INTERPRETATION:

From the above table and chart, it is interpreted that 77% of the respondents are very important, 13% of respondents are fairly important, 5% of respondents are not very important, 3% of respondents are not at all important and 2% of respondents are not sure about recognizing the work with others.

INFERENCE:

Majority (77%) of respondents feel very important in recognizing the work with others

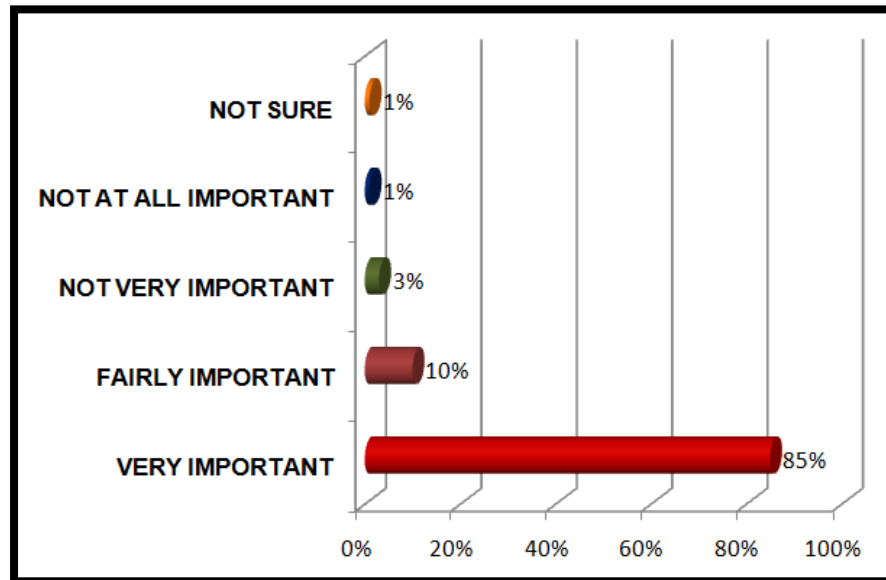
**x. Esteem Needs Variable 10 : PRESITIGE AND REGARD MY POSITION
RECEIVES FROM OTHERS**

**TABLE.4.1.48. TABLE INDICATING EST 10 – PRESITIGE AND REGARD MY
POSITION RECEIVES FROM OTHERS**

PRESITIGE AND REGARD MY POSITION RECEIVES FROM OTHERS	FREQUENCY	PERCENTAGE
VERY IMPORTANT	298	85%
FAIRLY IMPORTANT	35	10%
NOT VERY IMPORTANT	11	3%
NOT AT ALL IMPORTANT	4	1%
NOT SURE	4	1%
TOTAL	350	100%

Source: Primary Data

CHART.4.1. 48. CHART REPRESENTING EST 10 – PRESITIGE AND REGARD MY POSITION RECEIVES FROM OTHERS



INTERPRETATION:

From the above table and chart, it is interpreted that 85% of the respondents are very important, 10% of respondents are fairly important, 3% of respondents are not very important, 1% of respondents are not at all important and 1% of respondents are not sure about the prestige and to regard their position received from others.

INFERENCE:

Majority (85%) of respondents feel very important about the prestige and to regard their position received from others.

F. SELF ACTUALIZATION NEEDS

The respondents were to rate the SELF ACTUALIZATION NEEDS(ACT) in company (Refer Question No.20 in Annexure) . The attributes comprised :

- i. What is the present level of satisfaction in offering best in you?
- ii. To take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them.
- iii. How to feel in accomplishing your dreams after employment in company?

- iv. I satisfied with clear perception of reality and brings creative attitude to my work.
- v. As a employee what is your level of satisfaction in achieving self fulfillment?

The rating scale comprised 5 points with 5 for Extremely satisfied and 1 for extremely dissatisfied. Their responses are presented in the Table 4.1.49.

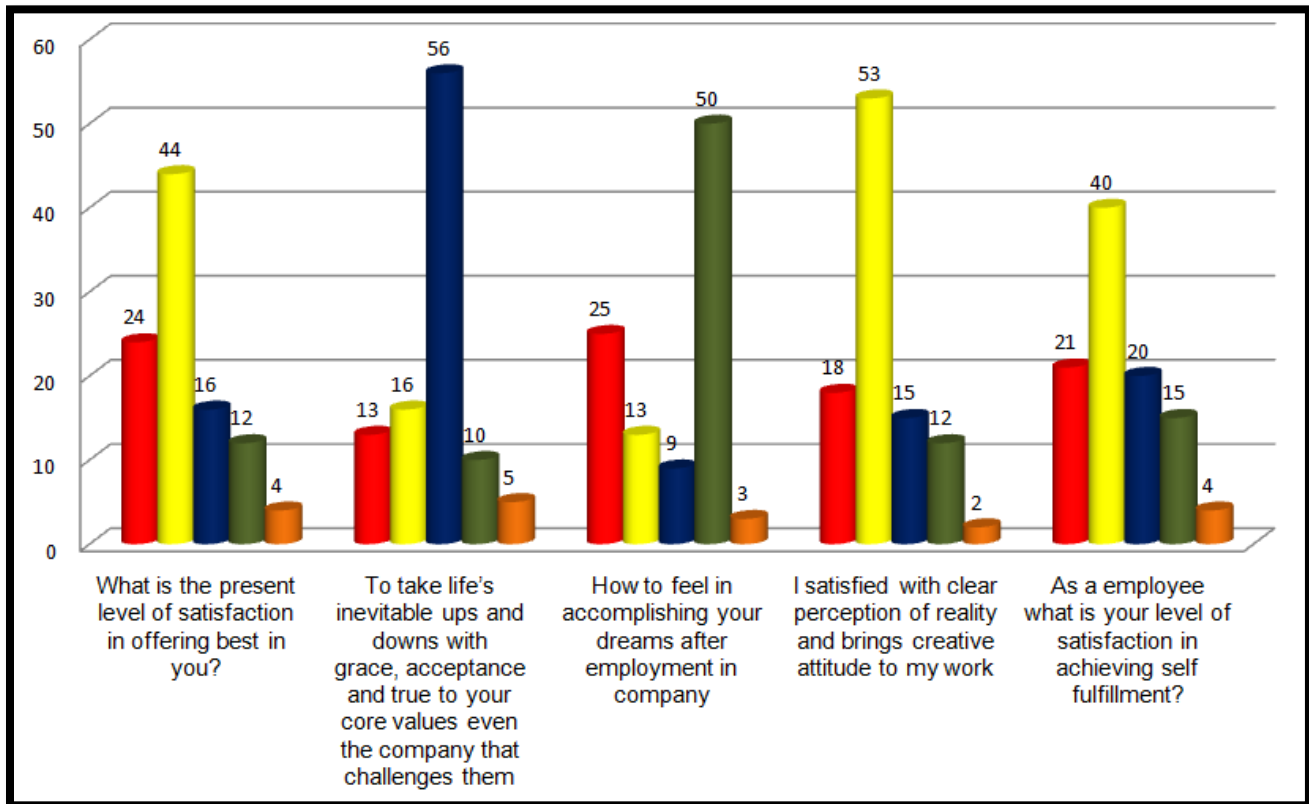
20. Indicate your Level of satisfaction in “ SELF ACTUALIZATION NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

TABLE.4.1.49. TABLE INDICATING SATISFACTION LEVEL OF SELF ACTUALIZATION NEEDS OF EMPLOYEES

SELF ACTUALIZATION NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
What is the present level of satisfaction in offering best in you?	84	24	154	44	56	16	42	12	14	4	350	100
To take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them	45	13	56	16	196	56	35	10	18	5	350	100
How to feel in accomplishing your dreams after employment in company	88	25	45	13	32	9	175	50	10	3	350	100
I satisfied with clear perception of reality and brings creative attitude to my work	63	18	185	53	53	15	42	12	7	2	350	100
As a employee what is your level of satisfaction in achieving self fulfillment?	73	21	140	40	70	20	53	15	14	4	350	100

Source: Primary Data

**CHART.4.1.49. CHART REPRESENTING SATISFACTION LEVEL OF SELF
ACTUALIZATION NEEDS OF EMPLOYEES**



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 24% of the respondents are extremely satisfied, 44% respondents are satisfied, 16% respondents are uncertain, 12% of respondents are dissatisfied and 4% of the respondents strongly dissatisfied about their present level of satisfaction in offering best in them.
- 13% of the respondents are extremely satisfied, 16% respondents are satisfied, 56% respondents are uncertain, 10% of respondents are dissatisfied and 5% of the respondents strongly dissatisfied to take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them.
- 25% of the respondents are extremely satisfied, 13% respondents are satisfied, 9% respondents are uncertain, 50% of respondents are dissatisfied and 3% of the respondents strongly dissatisfied to feel in accomplishing your dreams after employment in company.

- 18% of the respondents are extremely satisfied, 53% respondents are satisfied, 15% respondents are uncertain, 12% of respondents are dissatisfied and 2% of the respondents strongly dissatisfied with clear perception of reality and brings creative attitude to my work.
- 21% of the respondents are extremely satisfied, 40% respondents are satisfied, 20% respondents are uncertain, 15% of respondents are dissatisfied and 4% of the respondents strongly dissatisfied in achieving self fulfillment.

INFERENCE:

- Majority (44%) of respondents satisfied about their present level of satisfaction in offering best in them.
- Majority (56%) of respondents are uncertain to take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them.
- Majority (50%) of respondents are dissatisfied in accomplishing your dreams after employment in company.
- Majority (53%) of respondents are satisfied with clear perception of reality and brings creative attitude to my work.
- Majority (40%) of respondents are satisfied in achieving self fulfillment.

21. Indicate the extent to which you disagree/ agree with the following statements related to your "SELF ACTUALIZATION NEEDS". Please circle desired number for each row with the help of the 5-point scale provided.

The respondents were to rate the SELF ACTUALIZATION NEEDS(ACT) in company (Refer Question No.21 in Annexure) . The attributes comprised :

- Many of you want to give your best in everything you do**
- There should be opportunities for self development**
- Employment should offer chances to accomplish one's dreams**
- Organization should provide opportunities for self fulfillment contributing to self worth**
- Company policies and procedures restricting your ability to work on the job**
- Organization should have a commitment to achieve the potentials of their employees.**

The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 4.1.50 to 4.1.55.

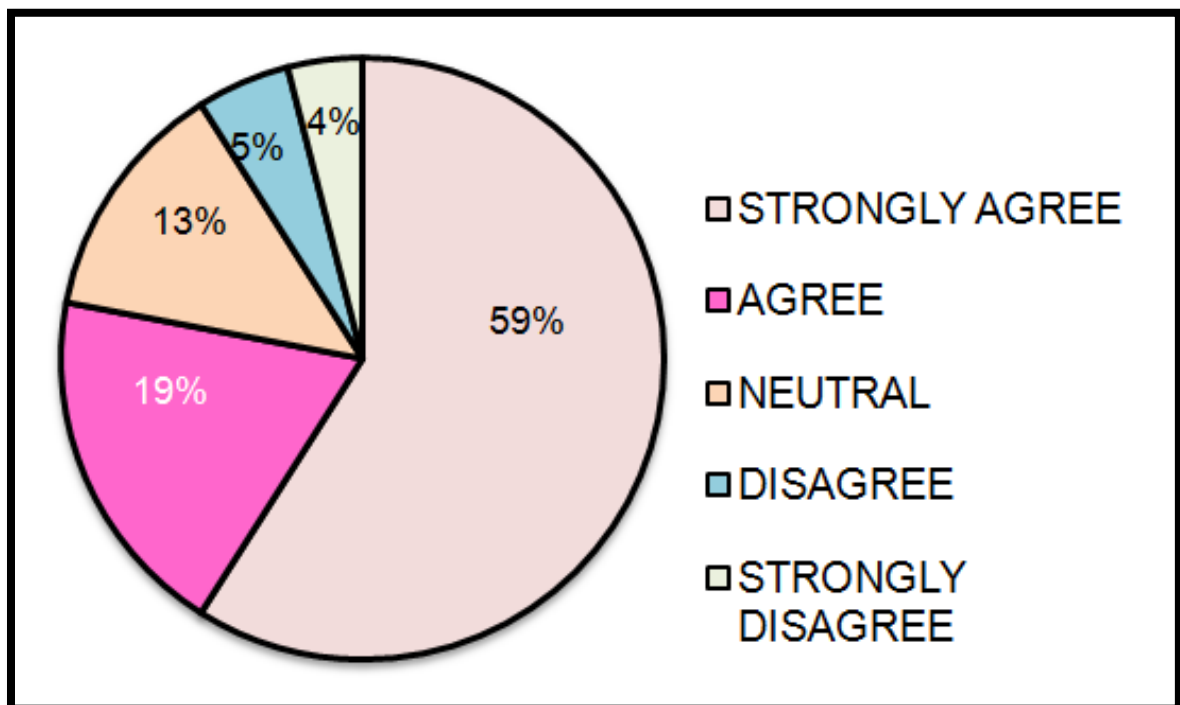
i. Self Actualization Needs Variable 1 : GIVING BEST

TABLE.4.1.50. TABLE INDICATING ACT 1 - STATEMENT ON GIVING BEST

Many of you want to give your best in everything you do	FREQUENCY	PERCENTAGE
STRONGLY AGREE	206	59%
AGREE	67	19%
NEUTRAL	45	13%
DISAGREE	18	5%
STRONGLY DISAGREE	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.50. CHART REPRESENTING ACT 1 - STATEMENT ON GIVING BEST



INTERPRETATION:

From the above table and chart, it is interpreted that 59% of the respondents are strongly agreed, 19% of respondents are agreed, 13% of respondents are neutral, 5%

of respondents are disagreed and 4% of respondents are strongly disagreed to the statement that **Many of you want to give your best in everything you do.**

INFERENCE:

Majority (59%) of the respondents are strongly agreed that **Many of you want to give your best in everything you do.**

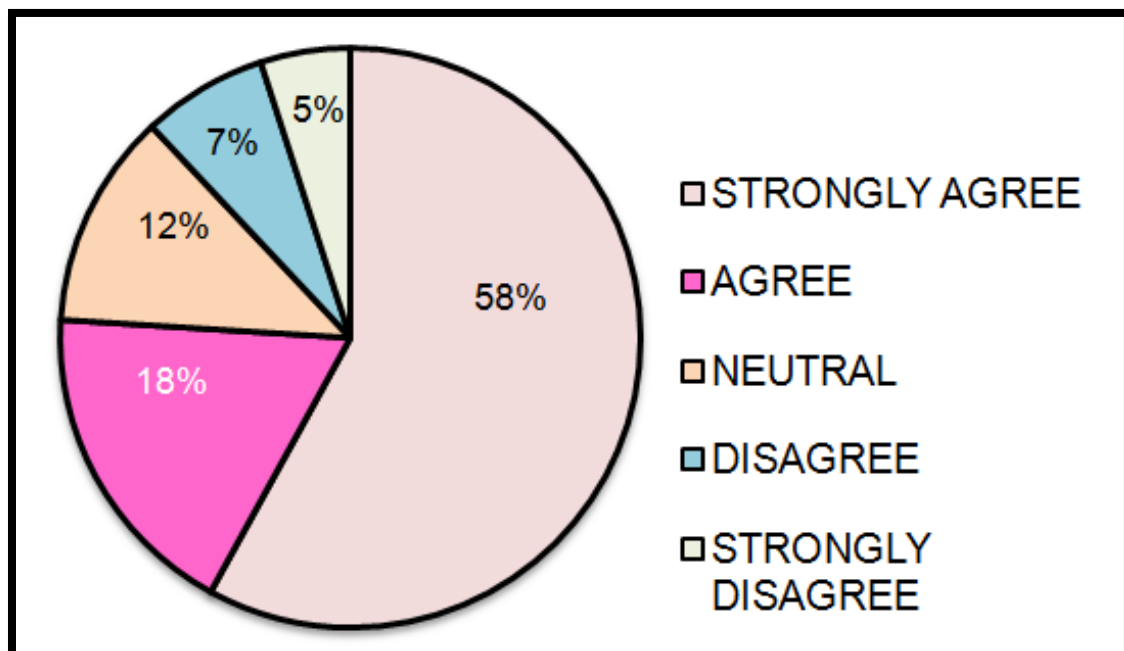
ii. Self Actualization Needs Variable 2 : SELF DEVELOPMENT

TABLE.4.1.51. TABLE INDICATING ACT 2 - STATEMENT ON SELF DEVELOPMENT

There should be opportunities for self development	FREQUENCY	PERCENTAGE
STRONGLY AGREE	203	58%
AGREE	62	18%
NEUTRAL	42	12%
DISAGREE	25	7%
STRONGLY DISAGREE	18	5%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.51. CHART REPRESENTING ACT 2 - STATEMENT ON SELF DEVELOPMENT



INTERPRETATION:

From the above table and chart, it is interpreted that 58% of the respondents are strongly agreed, 18% of respondents are agreed, 12% of respondents are neutral, 7% of respondents are disagreed and 5% of respondents are strongly disagreed to the statement that **there should be opportunities for self development.**

INFERENCE:

Majority (58%) of the respondents are strongly agreed that **there should be opportunities for self development.**

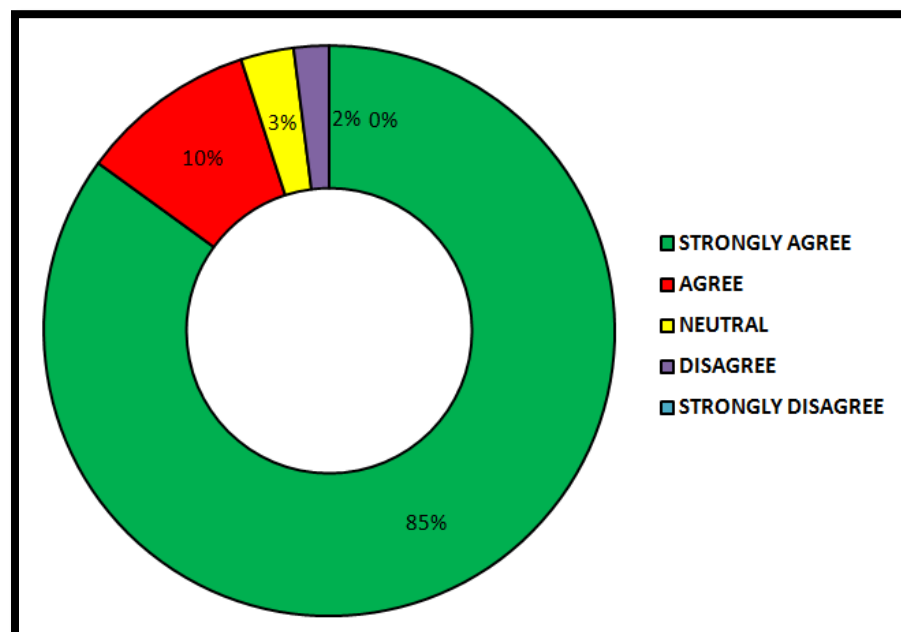
iii. Self Actualization Needs Variable 3 : ACCOMPLISH DREAMS

TABLE.4.1.52. TABLE INDICATING ACT 3 - STATEMENT ON ACCOMPLISH DREAMS

Employment should offer chances to accomplish one's dreams	FREQUENCY	PERCENTAGE
STRONGLY AGREE	297	85%
AGREE	35	10%
NEUTRAL	11	3%
DISAGREE	7	2%
STRONGLY DISAGREE	0	0%
TOTAL	350	100%

Source: Primary Data

CHART.4. 1.52. CHART REPRESENTING ACT 3 - STATEMENT ON ACCOMPLISH DREAMS



INTERPRETATION:

From the above table and chart, it is interpreted that 85% of the respondents are strongly agreed, 10% of respondents are agreed, 3% of respondents are neutral, 2% of respondents are disagreed and 0% of respondents are strongly disagreed to the statement that **Employment should offer chances to accomplish one's dreams.**

INFERENCE:

Majority (85%) of the respondents are strongly agreed that **Employment should offer chances to accomplish one's dreams.**

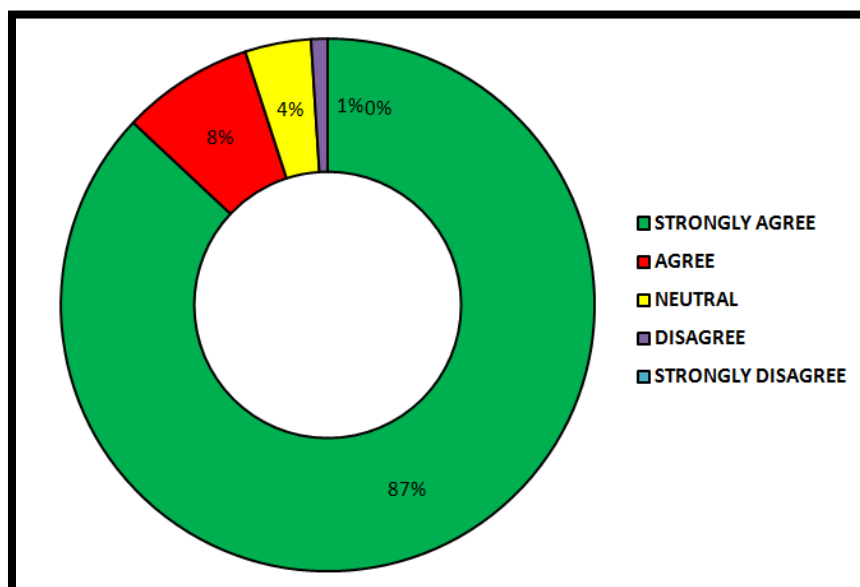
iv. Self Actualization Needs Variable 4 : SELF FULFILLMENT

TABLE.4.1.53. TABLE INDICATING ACT 4 - STATEMENT ON SELF FULFILLMENT

Organization should provide opportunities for self fulfillment contributing to self worth	FREQUENCY	PERCENTAGE
STRONGLY AGREE	304	87%
AGREE	28	8%
NEUTRAL	14	4%
DISAGREE	4	1%
STRONGLY DISAGREE	0	0%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.53. CHART REPRESENTING ACT 4 - STATEMENT ON SELF FULFILLMENT



INTERPRETATION:

From the above table and chart, it is interpreted that 87% of the respondents are strongly agreed, 8% of respondents are agreed, 4% of respondents are neutral, 1% of respondents are disagreed and 0% of respondents are strongly disagreed to the statement that **Organization should provide opportunities for self fulfillment contributing to self worth.**

INFERENCE:

Majority (87%) of the respondents are strongly agreed that **Organization should provide opportunities for self fulfillment contributing to self worth.**

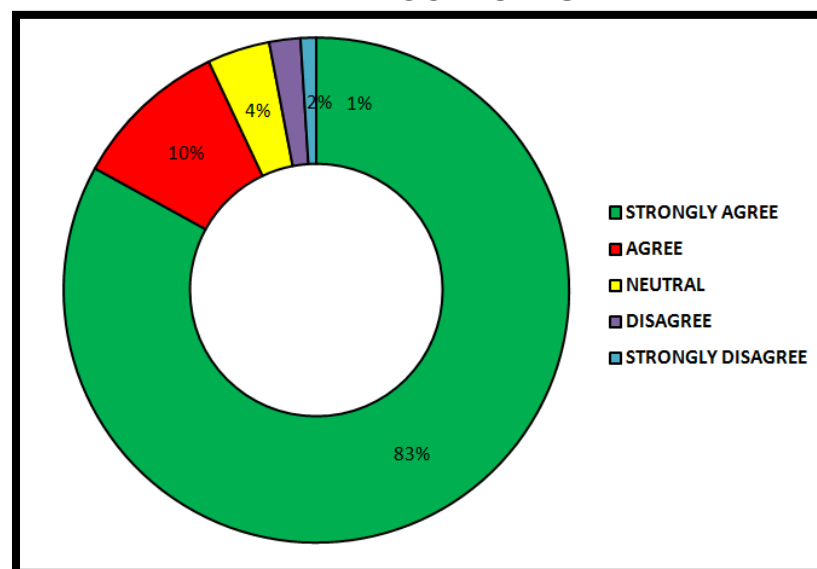
v. Self Actualization Needs Variable 5 : POLICIES AND PROCEDURES

TABLE.4.1.54. TABLE INDICATING ACT 5 - STATEMENT ON POLICIES AND PROCEDURES

Company policies and procedures restricting your ability to work on the job	FREQUENCY	PERCENTAGE
STRONGLY AGREE	291	83%
AGREE	35	10%
NEUTRAL	14	4%
DISAGREE	7	2%
STRONGLY DISAGREE	4	1%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.54. CHART REPRESENTING ACT 5 - STATEMENT ON POLICIES AND PROCEDURES



INTERPRETATION:

From the above table and chart, it is interpreted that 83% of the respondents are strongly agreed, 10% of respondents are agreed, 4% of respondents are neutral, 2% of respondents are disagreed and 1% of respondents are strongly disagreed to the statement that **Company policies and procedures restricting your ability to work on the job.**

INFERENCE:

Majority (83%) of the respondents are strongly agreed that **Company policies and procedures restricting your ability to work on the job.**

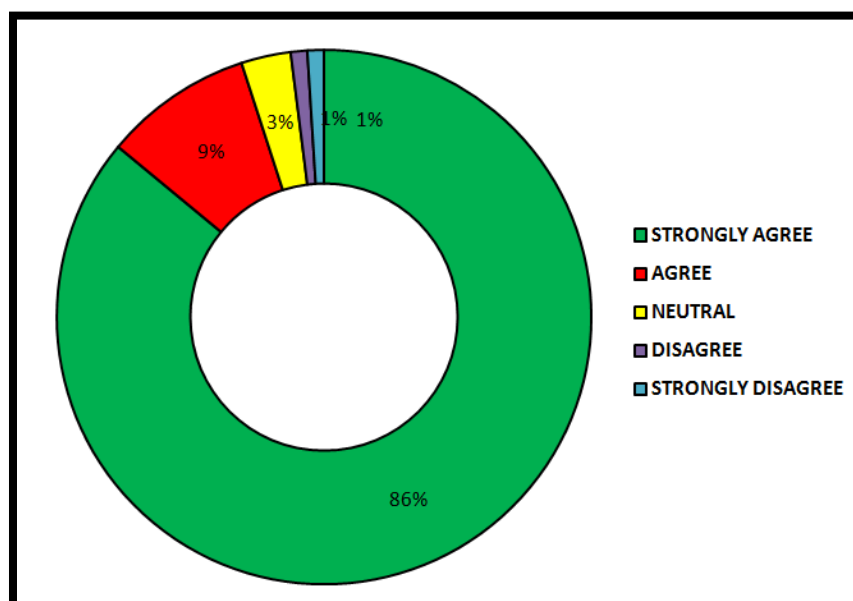
vi. Self Actualization Needs Variable 6 : COMMITMENT

TABLE.4.1.55. TABLE INDICATING ACT 6 - STATEMENT ON COMMITMENT

Organization should have a commitment to achieve the potentials of their employees	FREQUENCY	PERCENTAGE
STRONGLY AGREE	301	86%
AGREE	32	9%
NEUTRAL	11	3%
DISAGREE	4	1%
STRONGLY DISAGREE	4	1%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.55. CHART REPRESENTING ACT 6 - STATEMENT ON COMMITMENT



INTERPRETATION:

From the above table and chart, it is interpreted that 86% of the respondents are strongly agreed, 9% of respondents are agreed, 3% of respondents are neutral, 1% of respondents are disagreed and 1% of respondents are strongly disagreed to the statement that **Organization should have a commitment to achieve the potentials of their employees.**

INFERENCE:

Majority (86%) of the respondents are strongly agreed that **Organization should have a commitment to achieve the potentials of their employees.**

22. Indicate your Level of Interest that satisfies your SELF Actualization NEEDS to retain in your company

(1.Very interested 2.Fairly interested 3.Not very interested 4.Not at all interested 5.Not sure):

The respondents were to rate the LOVING NEEDS(LOV) in company (Refer Question No.16 in Annexure) . The attributes comprised :

- vii. DEVELOP MY FULL POTENTIAL**
- viii. PERSONAL GROWTH AND DEVELOPMENT**
- ix. ADVANCE IN RESPONSIBILITY BY CREATING OPPORTUNITIES**
- x. SELF FULFILLMENT AND REALIZING MY DREAMS**

The rating scale comprised 5 points to find the level of interest with 5 for Very Interested and 1 for Not sure. Their responses are presented in the Tables 4.1.56 to 4.1.59.

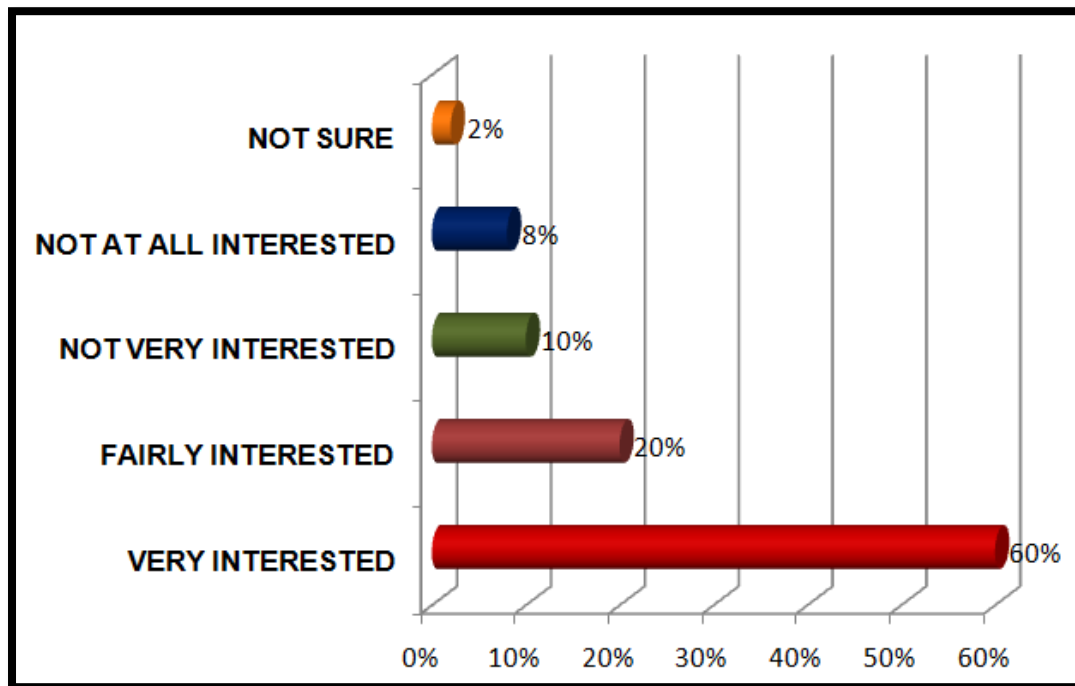
vii. Self Actualization Needs Variable 7 : DEVELOP MY FULL POTENTIAL

TABLE.4.1.56. TABLE INDICATING ACT 7 – DEVELOP MY FULL POTENTIAL

DEVELOP MY FULL POTENTIAL	FREQUENCY	PERCENTAGE
VERY INTERESTED	210	60%
FAIRLY INTERESTED	70	20%
NOT VERY INTERESTED	35	10%
NOT AT ALL INTERESTED	28	8%
NOT SURE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.56. CHART REPRESENTING ACT 7 – DEVELOP MY FULL POTENTIAL



INTERPRETATION:

From the above table and chart, it is interpreted that 60% of the respondents are very interested, 20% of respondents are fairly interested, 10% of respondents are not very interested, 8% of respondents are not at all interested and 2% of respondents are not sure to develop their full potential.

INFERENCE:

Majority (60%) are very interested to develop their full potential.

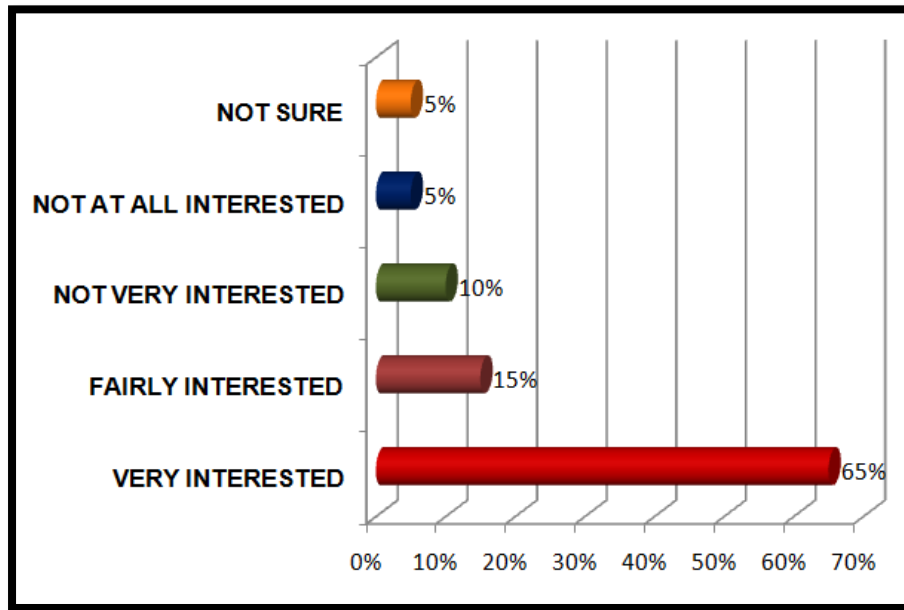
viii. Self Actualization Needs Variable 8 : PERSONAL GROWTH & DEVELOPMENT

TABLE.4.1.57. TABLE INDICATING ACT 8 – PERSONAL GROWTH & DEVELOPMENT

DEVELOP MY FULL POTENTIAL	FREQUENCY	PERCENTAGE
VERY INTERESTED	228	65%
FAIRLY INTERESTED	53	15%
NOT VERY INTERESTED	35	10%
NOT AT ALL INTERESTED	18	5%
NOT SURE	18	5%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.57. CHART REPRESENTING ACT 8 – PERSONAL GROWTH & DEVELOPMENT



INTERPRETATION:

From the above table and chart, it is interpreted that 65% of the respondents are very interested, 15% of respondents are fairly interested, 10% of respondents are not very interested, 5% of respondents are not at all interested and 5% of respondents are not sure about their personal growth and development

INFERENCE:

Majority (65%) are very interested for personal growth and development.

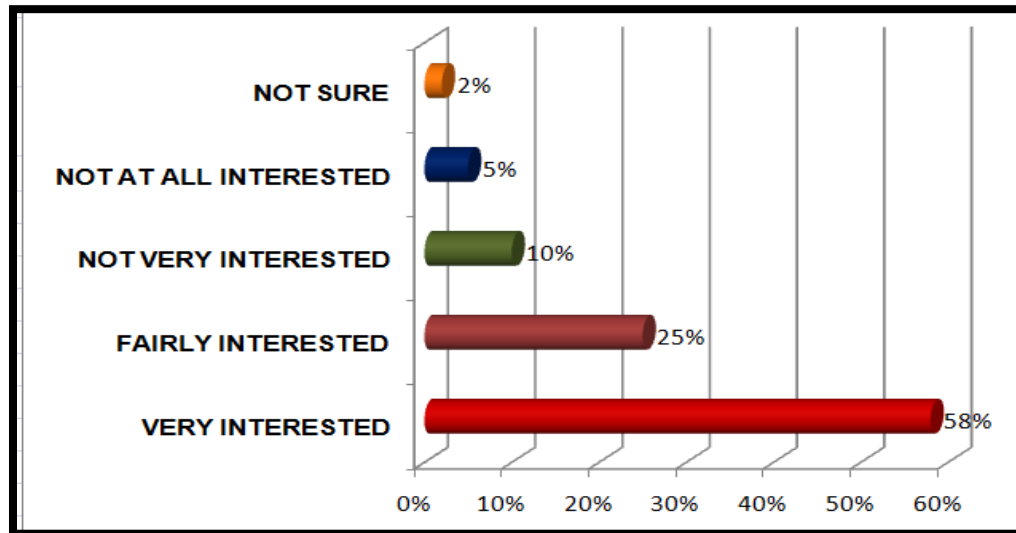
ix. Self Actualization Needs Variable 9 : ADVANCE IN RESPONSIBILITY BY CREATING OPPORTUNITIES

TABLE.4.1.58. TABLE INDICATING ACT 9 – ADVANCE IN RESPONSIBILITY BY CREATING OPPORTUNITIES

DEVELOP MY FULL POTENTIAL	FREQUENCY	PERCENTAGE
VERY INTERESTED	203	58%
FAIRLY INTERESTED	88	25%
NOT VERY INTERESTED	35	10%
NOT AT ALL INTERESTED	18	5%
NOT SURE	7	2%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.58. CHART REPRESENTING ACT 9 – ADVANCE IN RESPONSIBILITY BY CREATING OPPORTUNITIES



INTERPRETATION:

From the above table and chart, it is interpreted that 58% of the respondents are very interested, 25% of respondents are fairly interested, 10% of respondents are not very interested, 5% of respondents are not at all interested and 2% of respondents are not sure about their advance in responsibility by creating opportunities.

INFERENCE:

Majority (58%) are very interested to get advance in responsibility by creating opportunities.

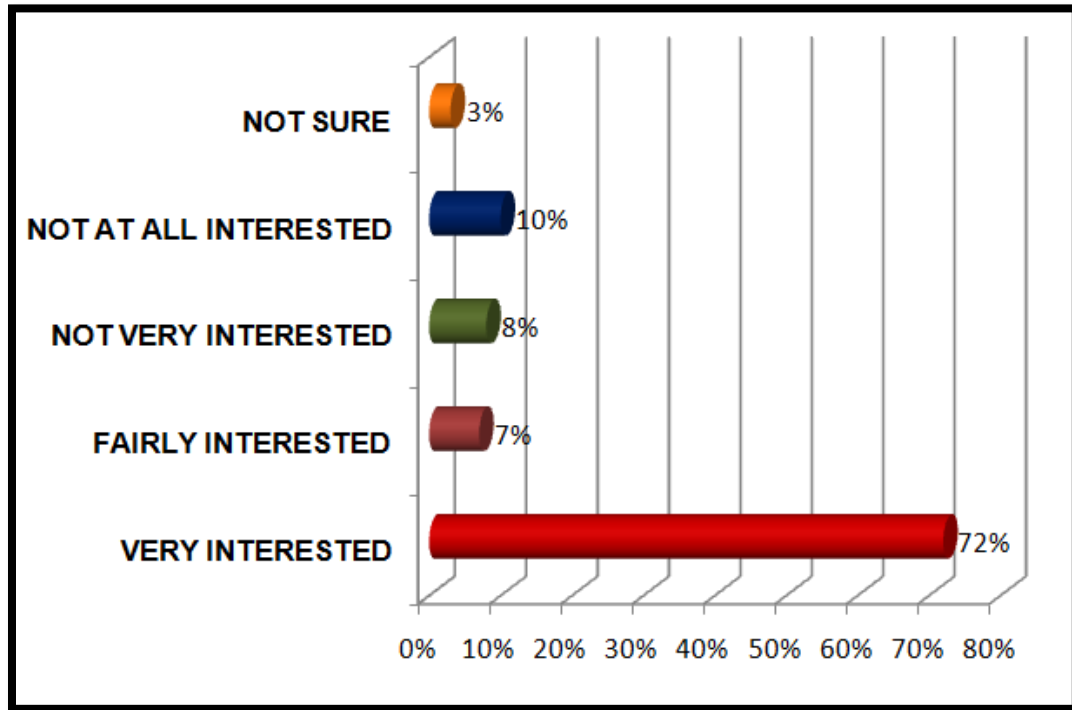
x. Self Actualization Needs Variable 10: SELF FULFILLMENT & REALIZING MY DREAMS

TABLE.4.1.59. TABLE INDICATING ACT 10 – SELF FULFILLMENT & REALIZING MY DREAMS

DEVELOP MY FULL POTENTIAL	FREQUENCY	PERCENTAGE
VERY INTERESTED	252	72%
FAIRLY INTERESTED	25	7%
NOT VERY INTERESTED	28	8%
NOT AT ALL INTERESTED	35	10%
NOT SURE	11	3%
TOTAL	350	100%

Source: Primary Data

CHART.4.1.59. CHART REPRESENTING ACT 10 – SELF FULFILLMENT & REALIZING MY DREAMS



From the above table and chart, it is interpreted that 72% of the respondents are very interested, 7% of respondents are fairly interested, 8% of respondents are not very interested, 10% of respondents are not at all interested and 3% of respondents are not sure in self fulfillment and realizing the dreams.

INFERENCE:

Majority (72%) are very interested in self fulfillment and realizing the dreams.

G. EMPLOYEE RETENTION (OVERALL RATINGS)

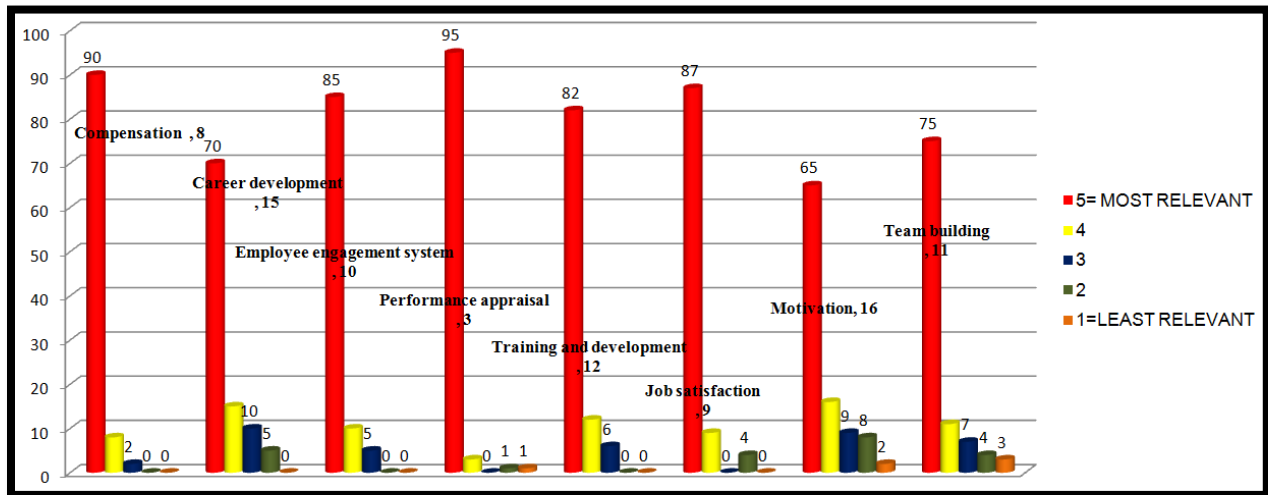
22. Please rate the employee retention strategies how important each strategy is to you whether it's available or not, on a scale from 1 to 5, 1=LEAST RELEVANT and 5= MOST RELEVANT

TABLE.4.1.60. TABLE INDICATING RATING OF EMPLOYEE RETENTION STRATEGIES

EMPLOYEE RETENTION STRATEGIES	5= MOST RELEVANT		4		3		2		1=LEAST RELEVANT		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Compensation		90		8		2		0		0	350	100
Career development		70		15		10		5		0	350	100
Employee engagement system		85		10		5		0		0	350	100
Performance appraisal		95		3		0		1		1	350	100
Training and development		82		12		6		0		0	350	100
Job satisfaction		87		9		0		4		0	350	100
Motivation		65		16		9		8		2	350	100
Team building		75		11		7		4		3	350	100

Source: Primary Data

CHART. 4.1. 60. CHART REPRESENTING RATING OF EMPLOYEE RETENTION STRATEGIES



INTERPRETATION:

From the above table and chart, the following are interpreted,

- 90% of the respondents rated “ 5 – most relevant”, 8% of the respondents rated “4”, 2% of respondents rated “3” where as no one rated “2” & “1 – least relevant” for Compensation factor as Employee retention strategy.
- 70% of the respondents rated “ 5 – most relevant”, 15% of the respondents rated “4”, 10% of respondents rated “3” , 5% of respondents rated “2” where as no one rated “1 – least relevant” for Career Development as Employee retention strategy.

- 85% of the respondents rated “ 5 – most relevant”, 10% of the respondents rated “4”, 5% of respondents rated “3” where as no one rated “2” & “1 – least relevant” for Employee Engagement system factor as Employee retention strategy.
- 95% of the respondents rated “ 5 – most relevant”, 3% of the respondents rated “4”, 0% of respondents rated “3” , 1% of respondents rated “2” and 1% of respondents rated “1 – least relevant” for Performance Appraisal as Employee retention strategy.
- 82% of the respondents rated “ 5 – most relevant”, 12% of the respondents rated “4”, 6% of respondents rated “3” where as no one rated “2” & “1 – least relevant” for Training and Development factor as Employee retention strategy.
- 87% of the respondents rated “ 5 – most relevant”, 9% of the respondents rated “4”, 0% of respondents rated “3” , 4% of respondents rated “2” and 0% of respondents rated “1 – least relevant” for Job Satisfaction as Employee retention strategy.
- 65% of the respondents rated “ 5 – most relevant”, 16% of the respondents rated “4”, 9% of respondents rated “3” , 8% of respondents rated “2” and 2% of respondents rated “1 – least relevant” for Motivation as Employee retention strategy.
- 75% of the respondents rated “ 5 – most relevant”, 11% of the respondents rated “4”, 7% of respondents rated “3” , 4% of respondents rated “2” and 3% of respondents rated “1 – least relevant” for Team Building as Employee retention strategy.

INFERENCE:

- Majority (90%) rated Compensation to “ 5-Most relevant” as important employee retention strategy.
- Majority (70%) rated Career Development to “ 5-Most relevant” as important employee retention strategy.
- Majority (85%) rated Employee Engagement System to “ 5-Most relevant” as important employee retention strategy.
- Majority (95%) rated Performance Appraisal to “ 5-Most relevant” as important employee retention strategy.
- Majority (82%) rated Training and Development to “ 5-Most relevant” as important employee retention strategy.
- Majority (87%) rated Job Satisfaction to “ 5-Most relevant” as important employee retention strategy.
- Majority (65%) rated Motivation to “ 5-Most relevant” as important employee retention strategy.
- Majority (75%) rated Team Building to “ 5-Most relevant” as important employee retention strategy.

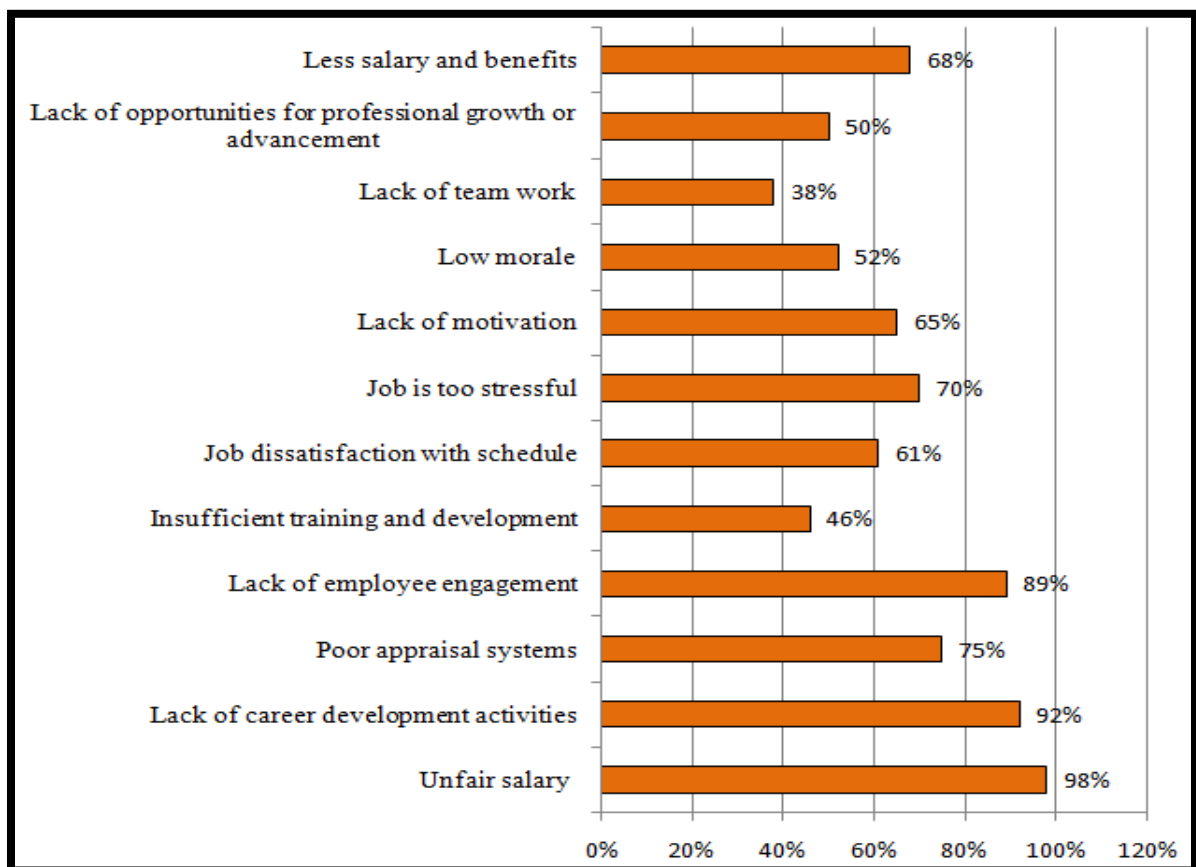
23. What are the main reasons for performing employees to leave the organization? (any 3)

TABLE.4.1.61. TABLE INDICATING MAIN REASONS FOR EMPLOYEES TO LEAVE

What are the main reasons for performing employees to leave the organization?	FREQUENCY	PERCENTAGE	RANK
Unfair salary	343	98%	I
Lack of career development activities	322	92%	II
Poor appraisal systems	263	75%	IV
Lack of employee engagement	312	89%	III
Insufficient training and development	161	46%	XI
Job dissatisfaction with schedule	214	61%	VIII
Job is too stressful	245	70%	V
Lack of motivation	228	65%	VII
Low morale	182	52%	IX
Lack of team work	133	38%	XII
Lack of opportunities for professional growth or advancement	175	50%	X
Less salary and benefits	238	68%	VI

Source: Primary Data

CHART. 4.1. 61. CHART REPRESENTING MAIN REASONS FOR EMPLOYEES TO LEAVE



INTERPRETATION:

From the above table and chart, it is interpreted that According to the employers the main reasons for employees to leave the organization are as follows,

- Mostly, employees are working for good salary throughout the day to satisfied their needs and wants 98% of employees ranked first and stated that unfair salary is the main reason to leave the organization.
- According to the respondents the next possible reason was lack of career development opportunities, having a percentage of 92% and has been ranked second.
- The respondents have said lack of employee engagement was the next reason, having a percentage of 89% was the next reason for the employees who consider leaving the firms,and ranked third.
- The respondents have said poor appraisal systems was the next reason, having a percentage of 75% was the next reason for the employees who consider leaving the firms, and ranked forth.
- The fifth possible reason for the employees who consider leaving the organizations was job was too stressful with having a percentage of 70%..
- The sixth possible reason for the employees who consider leaving the organizations was job was less salary and benefits with having a percentage of 68%
- Lack of Motivation with schedule was the seventh possible reason for employees who consider leaving with the percentage of 65%.
- The respondents stated Job dissatisfaction with schedule was the reason who consider leaving and having a percentage of 61% and ranked eighth.
- Low morale would be the possible reason for employees who consider leaving, having a percentage of 52% and ranked Ninth.
- Lack of opportunities for professional growth or advancement would be the possible reason for employees who consider leaving, having a percentage of 50% and ranked Tenth
- Insufficient training and development was the eleventh reason for the employees who consider leaving the firms with the percentage of 46%
- Lack of team building was the tenth reason among employees who consider leaving the firms, having a percentage of 38% and ranked twelfth.

INFERENCE:

It is inferred that the top three main reasons for employees to leave the organization are Unfair Salary(98%), Lack of Career Development Activities (92%) and Lack of Employee engagement (89%).

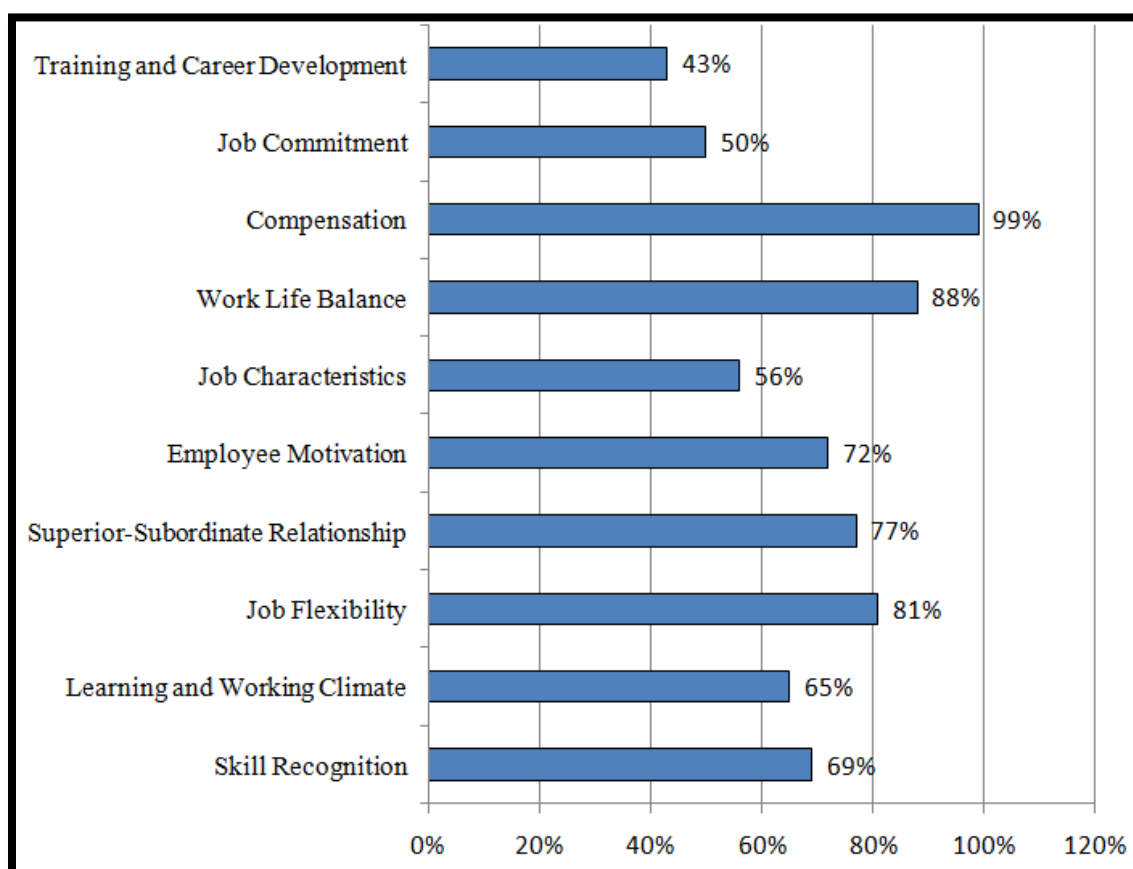
24. What are the main factors that will make you to stay (continue) at your organization?(any 3)

TABLE.4.1.62. TABLE INDICATING MAIN FACTORS FOR EMPLOYEES TO STAY

What are the main factors that will make you to stay (continue) at your organization	FREQUENCY	PERCENTAGE	RANK
Skill Recognition	242	69%	VI
Learning and Working Climate	228	65%	VII
Job Flexibility	284	81%	III
Superior-Subordinate Relationship	308	88%	II
Employee Motivation	252	72%	V
Job Characteristics	196	56%	VIII
Work Life Balance	270	77%	IV
Compensation	347	99%	I
Job Commitment	175	50%	IX
Training and Career Development	151	43%	X

Source: Primary Data

CHART. 4.1. 62. CHART REPRESENTING MAIN FACTORS FOR EMPLOYEES TO STAY



INTERPRETATION:

From the above table and chart, it is interpreted that According to the employers the main factors for employees to stay in the organization are as follows,

- Mostly, employees are working for compensation throughout the day to satisfied their needs and wants 99% of employees ranked first and stated that Compensation is the main factor to stay the organization.
- According to the respondents the next possible factor was Superior Subordinate Relationship, having a percentage of 88% and has been ranked second.
- The respondents have said Job Flexibility, having a percentage of 81% was the next factor for the employees who consider staying in the firms, and ranked third.
- The respondents have said work life balance was the next factor, having a percentage of 77% for the employees who consider staying in the firms, and ranked forth.
- The fifth possible factor for the employees who consider staying in the organizations was Employee Motivation with having a percentage of 72%..
- The sixth possible factor for the employees who consider staying in the organizations was Skill Recognition with having a percentage of 69%
- Learning and Working climate with schedule was the seventh possible factor for employees who consider staying with the percentage of 65%.
- The respondents stated Job Characteristics with schedule was the factor who consider staying and having a percentage of 56% and ranked eighth.
- Job Commitment would be the possible factor for employees who consider staying, having a percentage of 50% and ranked Ninth.
- Training and Career Development would be the possible factor for employees who consider staying, having a percentage of 43% and ranked Tenth.

INFERENCE:

It is inferred that the top three main factors for employees to stay in the organization are Compensation(99%), Superior – Subordinate Relationship(88%) and Job Flexibility(81%).

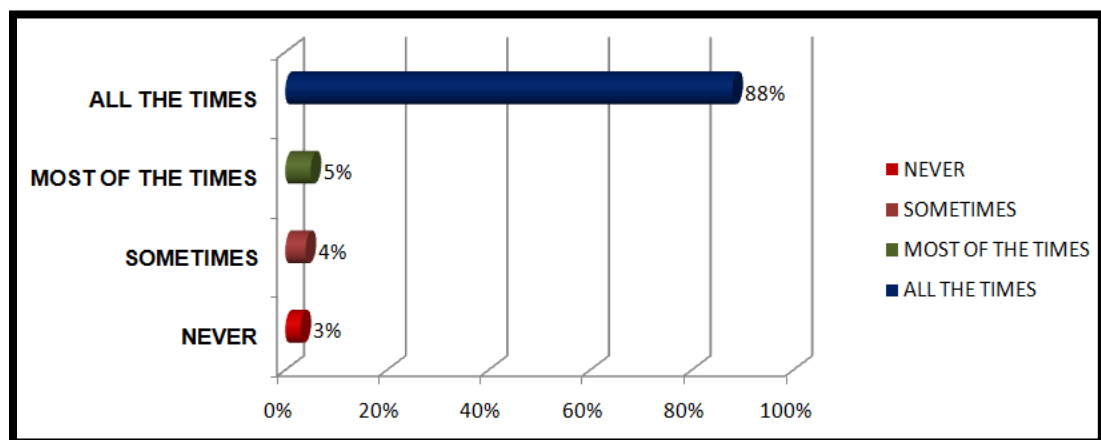
25. Do you think that employee retention helps in the development of organization?

TABLE.4.1.63. TABLE INDICATING EMPLOYEE RETENTION HELPS IN THE DEVELOPMENT OF ORGANIZATION

EMPLOYEE RETENTION HELPS IN THE DEVELOPMENT OF ORGANIZATION	FREQUENCY	PERCENTAGE
NEVER	10	3%
SOMETIMES	14	4%
MOST OF THE TIMES	18	5%
ALL THE TIMES	308	88%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.63. CHART REPRESENTING EMPLOYEE RETENTION HELPS IN THE DEVELOPMENT OF ORGANIZATION



INTERPRETATION:

From the above table and chart, it is interpreted that 3% of the respondents stated that employee retention never helps in the development of organization, 4% of respondents stated that employee retention sometimes helps in the development of organization, 5% of respondents stated that employee retention most of the times helps in the development of organization, 88% of respondents stated that employee retention all the times helps in the development of organization.

INFERENCE:

Majority (88%) stated that employee retention all the times helps in the development of organization.

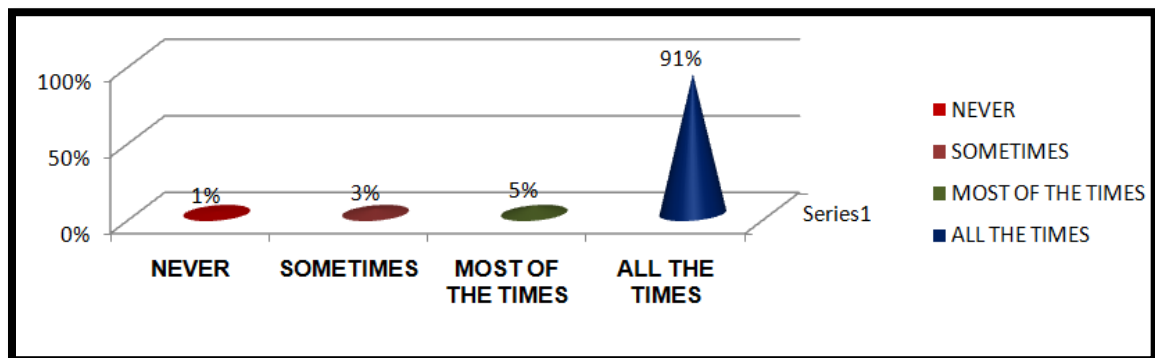
26. Do you think that implementation of three R's(Recognition, Reward, Respect) will increase employee retention?

TABLE.4.1.64. TABLE INDICATING THREE R'S

Implementation of three R's(Recognition, Reward, Respect) will increase employee retention	FREQUENCY	PERCENTAGE
NEVER	4	1%
SOMETIMES	10	3%
MOST OF THE TIMES	18	5%
ALL THE TIMES	318	91%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.64. CHART REPRESENTING THREE R'S



INTERPRETATION:

From the above table and chart, it is interpreted that 1% of the respondents stated that they never think that implementation of three R's (Recognition, Reward, Respect) will increase employee retention, 3% of the respondents stated that they sometimes think that implementation of three R's (Recognition, Reward, Respect) will increase employee retention, 5% of the respondents stated that they most of the times think that implementation of three R's (Recognition, Reward, Respect) will increase employee retention, 91% of the respondents stated that they think all the times that implementation of three R's (Recognition, Reward, Respect) will increase employee retention,

INFERENCE:

Majority (91%) of the respondents stated that they think all the times that implementation of three R's (Recognition, Reward, Respect) will increase employee retention.

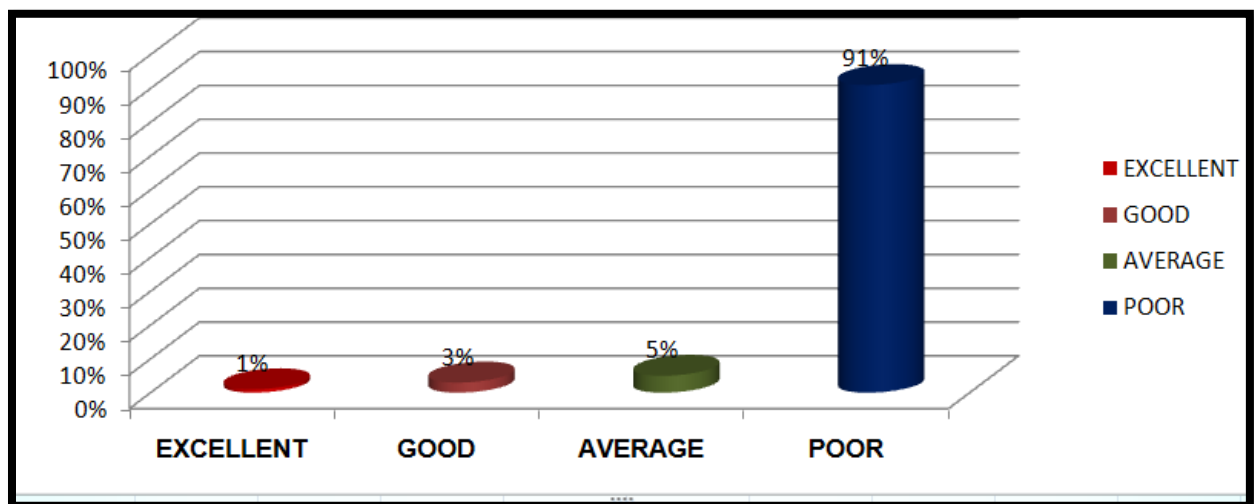
27. Are you satisfied with the way your organization has managed both its business and people during the pandemic situation?

TABLE.4.1.65. TABLE INDICATING MANAGEMENT DURING PANDEMIC

MANAGEMENT DURING PANDEMIC	FREQUENCY	PERCENTAGE
EXCELLENT	297	85%
GOOD	21	6%
AVERAGE	18	5%
POOR	14	4%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.65. CHART REPRESENTING MANAGEMENT DURING PANDEMIC



INTERPRETATION:

From the above table and chart, it is interpreted that 85% of the respondents stated excellent, 6% of the respondents stated good, 5% of respondents stated average, 4% of respondents stated poor with the way the organization managed both its business and people during the pandemic situation.

INFERENCE:

Majority (85%) of the respondents stated with the way the organization managed both its business and people during the pandemic situation.

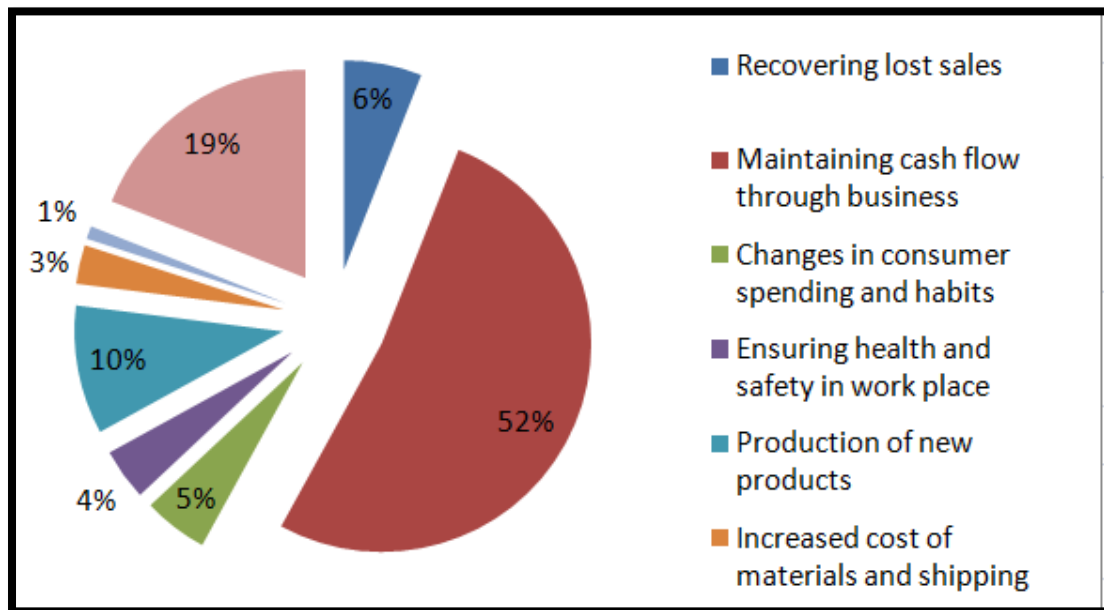
28. What is the biggest challenge that your company faced in pandemic?

TABLE.4.1.66. TABLE INDICATING BIGGEST CHALLENGE

BIGGEST CHALLENGE	FREQUENCY	PERCENTAGE
Recovering lost sales	20	6%
Maintaining cash flow through business	180	52%
Changes in consumer spending and habits	18	5%
Ensuring health and safety in work place	20	4%
Production of new products	35	10%
Increased cost of materials and shipping	9	3%
Limited labor Force	4	1%
Financial issues(no salary, no bonus)	3	19%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.66. CHART REPRESENTING BIGGEST CHALLENGE



INTERPRETATION:

From the above table and chart, it is interpreted that 6% of the respondents highlighted recovering lost sales, 52% of the respondents highlighted on maintaining cash flow through business, 5% of respondents highlighted changes in consumer spending and habits, 4% of respondents stated to ensure health and safety in workplace, 10% of respondents highlighted on production of new products, 3% highlighted on increased

cost of materials and shipping, 1% stated on limited labor force, 19% highlighted on the financial issues (no salary, no bonus) as the biggest challenge faced by company in the pandemic.

INFERENCE:

Majority (52%) of the respondents stated that maintaining cash flow through business is the biggest challenge faced by company during the pandemic.

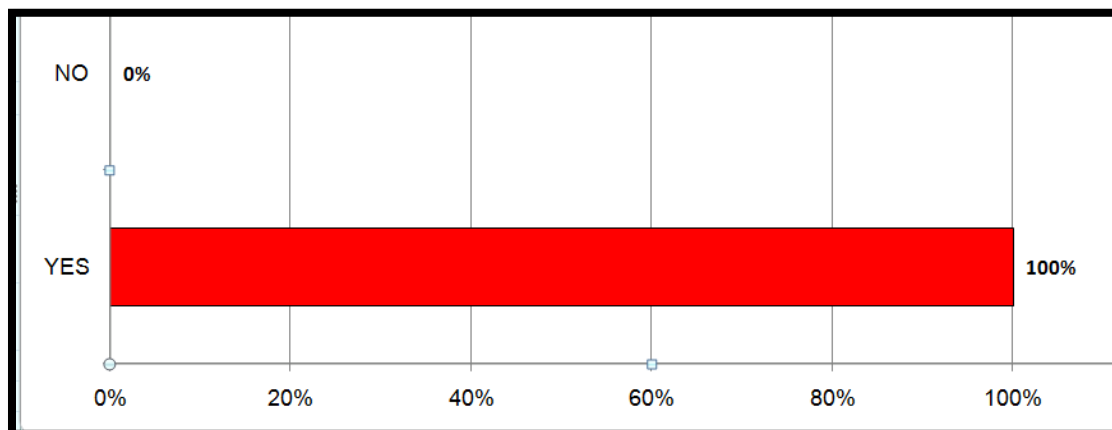
29. Does your company have Employee Suggestion Scheme and grievance handling system ?

TABLE.4.1.67. TABLE INDICATING GRIEVANCE HANDLING SYSTEM

Does your company have Employee Suggestion Scheme and grievance handling system ?	FREQUENCY	PERCENTAGE
YES	350	100%
NO	0	0%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1.67. CHART REPRESENTING GRIEVANCE HANDLING SYSTEM



INTERPRETATION:

From the above table and chart, it is interpreted that 100% of respondents stated that the company have employee suggestion scheme and grievance handling system.

INFERENCE:

Majority (100%) of the respondents stated that the company have employee suggestion scheme and grievance handling system.

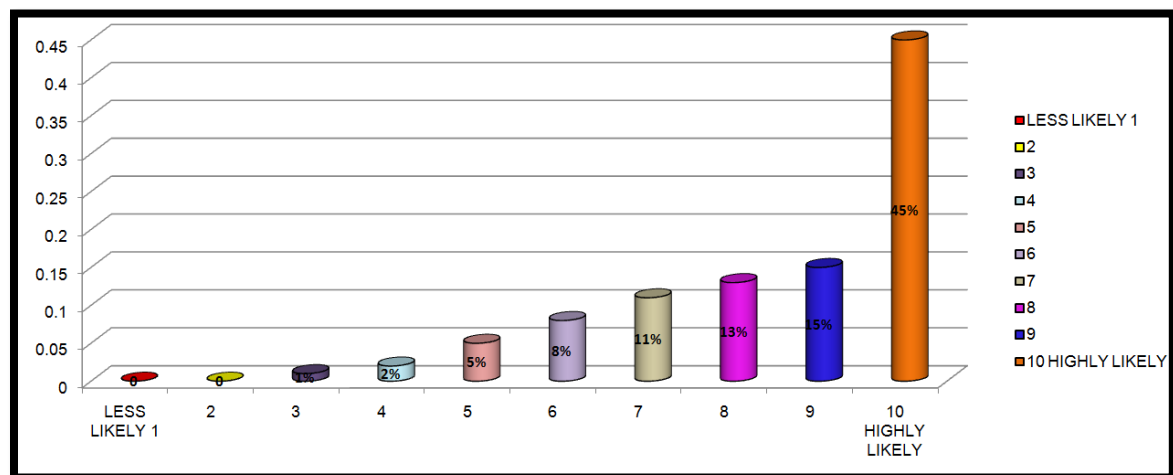
30. . From 1 to 10,how likely are you to stay with your company for another year?
 LESS LIKELY 1 ---- 2 ---- 3 ---- 4 ---- 5 ---- 6 ---- 7 ---- 8 ---- 9 ---- 10 MORE LIKELY

TABLE.4.1.68. TABLE INDICATING RATING TO LIKELY STAY WITH COMPANY FOR ANOTHER YEAR

From 1 to 10,how likely are you to stay with your company for another year?	FREQUENCY	PERCENTAGE
LESS LIKELY 1	0	0
2	0	0
3	4	1%
4	7	2%
5	18	5%
6	28	8%
7	38	11%
8	46	13%
9	52	15%
10 HIGHLY LIKELY	157	45%
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 68. CHART REPRESENTING RATING TO LIKELY STAY WITH COMPANY FOR ANOTHER YEAR



INTERPRETATION:

From the above table and chart, it is interpreted that 45% given 10 ratings, 15% given 9 ratings, 13% given 8 ratings, 11% given 7 ratings, 8% given 6 ratings, 5% given 5 ratings, 2% given 4 ratings, 1% given 3 ratings and none of them given 1 or 2 ratings for likely to stay with the company for another year.

INFERENCE:

Majority (45%) of the respondents given 10 ratings. Hence they are very likely to stay with the company for another year.

31. From 1 to 10, how happy are you about your teammates and supervisors?

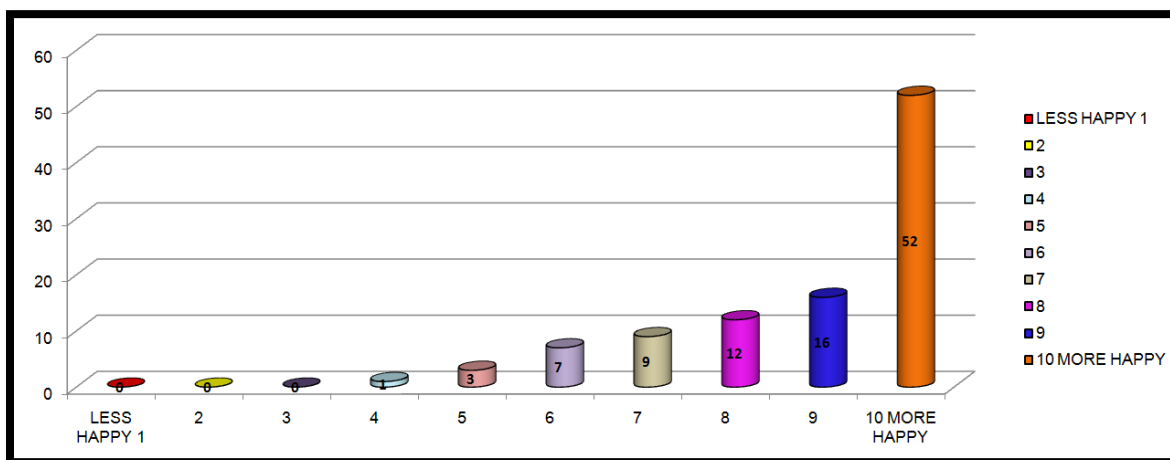
LESS HAPPY 1 ---- 2 ---- 3 ---- 4 ---- 5 ---- 6 ---- 7 ---- 8 ---- 9 ---- 10 MORE HAPPY

TABLE.4.1.69. TABLE INDICATING RATING ABOUT TEAM MATES

From 1 to 10, how happy are you about your teammates and supervisors	FREQUENCY	PERCENTAGE
LESS HAPPY 1	0	0
2	0	0
3	0	0
4	4	1
5	10	3
6	24	7
7	32	9
8	42	12
9	56	16
10 MORE HAPPY	182	52
TOTAL	350	100%

Source: Primary Data

CHART. 4.1. 69. CHART REPRESENTING RATING TO TEAM MATES



INTERPRETATION:

From the above table and chart, it is interpreted that 52% given 10 ratings, 16% given 9 ratings, 12% given 8 ratings, 9% given 7 ratings, 7% given 6 ratings, 3% given 5 ratings, 1% given 4 ratings and none of them given 1, 2 or 3 ratings to express their happiness in working with teammates and supervisors.

INFERENCE:

Majority (52%) of the respondents given 10 ratings. Hence they are very happy in working with teammates and supervisors.

32. Please specify one strategy that the company should include or improve to retain its employees for a long period of time?**Summary of Answers:**

- People can develop skills and expertise. They feel comfortable and can contribute faster.
- Flexible working arrangements It became an expectation rather than a benefit.
- Companies must empathize with the ground reality and recognize their efforts.
- Health is wealth, indeed! Especially after the Covid-19 outbreak, health is the top priority for everyone. Both our physical and mental health had been tested amidst the global lockdown. You can give your employees more than just sick leaves and free health checkups.
- Contributing to society and helping those in need are feel-good factors. It inspires loyalty and engagement in your people.
- Employees can benefit a lot from a sabbatical leave. They get a chance to develop new skills and work on their passion project. Some are just happy to spend quality time with their loved ones.
- Every employee wants acknowledgment and recognition for their work . Appreciating your employees for their efforts and achievements goes a long way in making them feel valued. When employees feel a sense of belonging, they tend to be more loyal. Some meaningful ways are through handwritten thank you notes, peer-to-peer recognition programs, etc
- Involve them in various tasks and give them a chance to work with other departments. This will help generate better ideas and improve coworker relationships. It will also make them more skilled and advanced in their professional development.
- Encouraging them to attend conferences, industry events, etc. can level up your employee retention strategies.

- To take pressure off employees, share the workload, allow work from home, and practice flextime
- You know your staff retention strategies are working when your employees trust and believe in each other. When they value each other, they will help each other and work as a team. This will lessen internal conflicts, and create a culture of peer-to-peer recognition.
- Staggered work shifts did exist before the pandemic, but they became more popular later on. Besides maintaining social distancing, it can also help in avoiding the peak office rush hour and heavy traffic.
- When they fulfill their goals, rewarding them to congratulate their efforts is important. Some ways to reward your employees and employee recognition are corporate gifts, point-based reward systems, performance awards, etc.
- Team lunches, group treks, excursions are some methods to celebrate employees. Celebrating even their personal achievements- a new house, marriage- will deepen your bond.
- Owing to the Covid-19 situation, it got many of us worrying about our financial situation. With unexpected medical bills, family members getting laid-off, or having salary cuts, employees need support more than just a job.
- Workstation helps you define your culture and gain a competitive edge. If you want your business to be attractive to employees, communicate that you care for them and, in return, will make them love their jobs. A unique working environment can be a unique differentiator when looking to improve your staff retention strategy.
- Most remote employees feel isolated from their co-workers. They can't fully immerse themselves in the company's culture. Thus, virtual team building becomes necessary, and it often plays an important role in talent retention.
- It may seem obvious, but a clean and tidy work environment facilitates employee well-being and safety. No matter what line of work you're in, you need to make your workspace clean and comfortable if you want your employees to be productive.

4.2. STATISTICAL ANALYSIS:

4.2. ONE WAY ANOVA:

4.2.1. PHYSIOLOGICAL NEEDS : Hypothesis Testing 1

H₀ 1.1 - There is no significant difference between Age with respect to the satisfaction level of Physiological Needs of the employees such as Basic Needs, Proper Pay Package, Adequate Remuneration, Pay Package Offered, Individual Incentive Schemes, Periodical Revision, Canteen Facilities and Games & Cultural events in retaining in organization.

H₁ 1.1 - There is a significant difference between Age with respect to the satisfaction level of Physiological Needs of the employees such as Basic Needs, Proper Pay Package, Adequate Remuneration, Pay Package Offered, Individual Incentive Schemes, Periodical Revision, Canteen Facilities and Games & Cultural events in retaining in organization.

Table 4.2.1.1. Table Indicating Hypothesis Testing 1 for Physiological Needs

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organization is effective in fulfilling basic needs of employees like food, shelter	18 TO 25 YEARS	96	1.27	.447	.046	1.18	1.36	1	2
	26 TO 35 YEARS	126	2.28	.450	.040	2.20	2.36	2	3
	36 TO 50 YEARS	58	3.00	.000	.000	3.00	3.00	3	3
	MORE THAN 50 YEARS	70	4.24	.432	.052	4.14	4.35	4	5
	Total	350	2.51	1.117	.060	2.40	2.63	1	5
Proper pay package should be given to employees who do their jobs well	18 TO 25 YEARS	96	1.00	.000	.000	1.00	1.00	1	1
	26 TO 35 YEARS	126	1.51	.502	.045	1.42	1.60	1	2
	36 TO 50 YEARS	58	2.60	.493	.065	2.47	2.73	2	3
	MORE THAN 50 YEARS	70	3.94	.679	.081	3.78	4.10	3	5
	Total	350	2.04	1.183	.063	1.91	2.16	1	5
Remuneration should ensure	18 TO 25 YEARS	96	1.00	.000	.000	1.00	1.00	1	1
	26 TO 35 YEARS	126	1.32	.467	.042	1.24	1.40	1	2

welfare of the family	36 TO 50 YEARS	58	2.24	.432	.057	2.13	2.35	2	3
	MORE THAN 50 YEARS	70	3.67	.607	.073	3.53	3.82	3	5
	Total	350	1.85	1.083	.058	1.74	1.97	1	5
Pay package offered should favourably compared with that of other similar organizations	18 TO 25 YEARS	96	1.88	.811	.083	1.71	2.04	1	3
	26 TO 35 YEARS	126	3.00	.000	.000	3.00	3.00	3	3
	36 TO 50 YEARS	58	3.00	.000	.000	3.00	3.00	3	3
	MORE THAN 50 YEARS	70	3.66	.740	.088	3.48	3.83	3	5
	Total	350	2.82	.831	.044	2.74	2.91	1	5
Individual incentive schemes have great impact on the performance of employees	18 TO 25 YEARS	96	1.42	.496	.051	1.32	1.52	1	2
	26 TO 35 YEARS	126	2.00	.000	.000	2.00	2.00	2	2
	36 TO 50 YEARS	58	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 50 YEARS	70	3.53	.863	.103	3.32	3.73	2	5
	Total	350	2.15	.869	.046	2.05	2.24	1	5
Periodical revision of pay scales are necessary to meet increased cost of living	18 TO 25 YEARS	96	1.00	.000	.000	1.00	1.00	1	1
	26 TO 35 YEARS	126	1.40	.493	.044	1.32	1.49	1	2
	36 TO 50 YEARS	58	2.12	.329	.043	2.03	2.21	2	3
	MORE THAN 50 YEARS	70	3.70	.645	.077	3.55	3.85	3	5
	Total	350	1.87	1.075	.057	1.76	1.98	1	5
Canteen facilities & drinking water promote employee welfare	18 TO 25 YEARS	96	1.00	.000	.000	1.00	1.00	1	1
	26 TO 35 YEARS	126	1.18	.388	.035	1.11	1.25	1	2
	36 TO 50 YEARS	58	2.31	.467	.061	2.19	2.43	2	3
	MORE THAN 50 YEARS	70	3.51	.756	.090	3.33	3.69	3	5
	Total	350	1.79	1.072	.057	1.67	1.90	1	5
Games and cultural events at work have an impact on motivation	18 TO 25 YEARS	96	1.531	.5016	.0512	1.430	1.633	1.0	2.0
	26 TO 35 YEARS	126	2.000	.0000	.0000	2.000	2.000	2.0	2.0
	36 TO 50 YEARS	58	2.724	.4509	.0592	2.606	2.843	2.0	3.0
	MORE THAN 50 YEARS	70	4.000	.6370	.0761	3.848	4.152	3.0	5.0
	Total	350	2.391	.9890	.0529	2.287	2.495	1.0	5.0

***Significant at $p < 0.001$

Source : Primary Data

Table 4.2.1.2. Table Indicating One Way ANOVA Analysis for Hypothesis Testing 1

ANOVA

				Sum of Squares	df	Mean Square	F	Sig.
BASIC NEEDS	Between Groups	(Combined)		378.321	4	126.107	764.050	.000
		Linear Term	Unweighted	375.341	1	375.341	2274.097	.000
			Weighted	375.348	1	375.348	2274.139	.000
			Deviation	2.973	2	1.486	9.006	.000
	Within Groups			57.108	346	.165		
	Total			435.429	350			
PROPER PAY PACKAGE	Between Groups	(Combined)		411.374	4	137.125	615.030	.000
		Linear Term	Unweighted	397.930	1	397.930	1784.791	.000
			Weighted	394.212	1	394.212	1768.115	.000
			Deviation	17.162	2	8.581	38.488	.000
	Within Groups			77.143	346	.223		
	Total			488.517	350			
ADEQUATE REMUNERATION	Between Groups	(Combined)		346.203	4	115.401	630.138	.000
		Linear Term	Unweighted	322.795	1	322.795	1762.594	.000
			Weighted	318.552	1	318.552	1739.429	.000
			Deviation	27.651	2	13.826	75.493	.000
	Within Groups			63.365	346	.183		
	Total			409.569	350			
PAY PACKAGE OFFERED	Between Groups	(Combined)		140.746	4	46.915	161.887	.000
		Linear Term	Unweighted	115.492	1	115.492	398.522	.000
			Weighted	117.628	1	117.628	405.891	.000
			Deviation	23.118	2	11.559	39.886	.000
	Within Groups			100.271	346	.290		
	Total			241.017	350			
INDIVIDUAL INCENTIVE SCHEMES	Between Groups	(Combined)		188.792	4	62.931	291.190	.000
		Linear Term	Unweighted	162.187	1	162.187	750.464	.000
			Weighted	161.017	1	161.017	745.048	.000
			Deviation	27.776	2	13.888	64.261	.000
	Within Groups			74.776	346	.216		
	Total			263.569	350			
PERIODICAL REVISION	Between Groups	(Combined)		338.002	4	112.667	597.784	.000
		Linear Term	Unweighted	314.023	1	314.023	1666.129	.000
			Weighted	310.178	1	310.178	1645.725	.000
			Deviation	27.824	2	13.912	73.814	.000
	Within Groups			65.212	346	.188		
	Total			403.214	350			
CANTEEN FACILITIES	Between Groups	(Combined)		330.227	4	110.076	538.694	.000
		Linear Term	Unweighted	303.760	1	303.760	1486.553	.000
			Weighted	299.313	1	299.313	1464.791	.000
			Deviation	30.914	2	15.457	75.645	.000
	Within Groups			70.701	346	.204		
	Total			400.929	350			
GAMES AND CULTURAL EVENTS	Between Groups	(Combined)		277.882	4	92.627	504.769	.000
		Linear Term	Unweighted	267.084	1	267.084	1455.467	.000
			Weighted	264.616	1	264.616	1442.018	.000
			Deviation	13.265	2	6.633	36.145	.000
	Within Groups			63.492	346	.184		
	Total			341.374	350			

***Significant at $p < 0.001$

BDG – Between Duration Groups; WDG – Within Duration Groups

Source : Primary Data

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Age with respect to the satisfaction level of Physiological Needs of the employees such as Basic Needs, Proper Pay Package, Adequate Remuneration, Pay Package Offered, Individual Incentive Schemes, Periodical Revision, Canteen Facilities and Games & Cultural events in retaining in organization.

4.2.2. SECURITY NEEDS : Hypothesis Testing 2

H₀ 1.2 - There is no significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

H₁ 1.2 - There is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

Table 4.2.2.1. Table Indicating Hypothesis Testing 2 for Security Needs

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Job security is important to employees	LESS THAN A YEAR	65	1.00	.000	.000	1.00	1.00	1	1
	2 TO 5 YEARS	148	1.19	.393	.032	1.13	1.25	1	2
	6 TO 10 YEARS	91	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 10 YEARS	46	2.87	.980	.144	2.58	3.16	2	5
	Total	350	1.59	.763	.041	1.51	1.67	1	5
Having good equipment to work	LESS THAN A YEAR	65	1.00	.000	.000	1.00	1.00	1	1
	2 TO 5 YEARS	148	1.19	.393	.032	1.13	1.25	1	2

with is important to employees	6 TO 10 YEARS	91	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 10 YEARS	46	2.87	.980	.144	2.58	3.16	2	5
	Total	350	1.59	.763	.041	1.51	1.67	1	5
Company's retirement benefits reduces labour turnover	LESS THAN A YEAR	65	1.00	.000	.000	1.00	1.00	1	1
	2 TO 5 YEARS	148	1.19	.393	.032	1.13	1.25	1	2
	6 TO 10 YEARS	91	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 10 YEARS	46	2.87	.980	.144	2.58	3.16	2	5
	Total	350	1.59	.763	.041	1.51	1.67	1	5
Jobs are dependent on the company's ability to compete effectively	LESS THAN A YEAR	65	1.00	.000	.000	1.00	1.00	1	1
	2 TO 5 YEARS	148	1.19	.393	.032	1.13	1.25	1	2
	6 TO 10 YEARS	91	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 10 YEARS	46	2.87	.980	.144	2.58	3.16	2	5
	Total	350	1.59	.763	.041	1.51	1.67	1	5
Management should give a good deal of attention to the physical working conditions of employees	LESS THAN A YEAR	65	1.00	.000	.000	1.00	1.00	1	1
	2 TO 5 YEARS	148	1.19	.393	.032	1.13	1.25	1	2
	6 TO 10 YEARS	91	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 10 YEARS	46	2.87	.980	.144	2.58	3.16	2	5
	Total	350	1.59	.763	.041	1.51	1.67	1	5
Adequate safety measures should be provided to employees and medical facility for employees	LESS THAN A YEAR	65	1.00	.000	.000	1.00	1.00	1	1
	2 TO 5 YEARS	148	1.19	.393	.032	1.13	1.25	1	2
	6 TO 10 YEARS	91	2.00	.000	.000	2.00	2.00	2	2
	MORE THAN 10 YEARS	46	2.87	.980	.144	2.58	3.16	2	5
	Total	350	1.59	.763	.041	1.51	1.67	1	5

***Significant at $p < 0.001$

Source : Primary Data

Table 4.2.2.2. Table Indicating One Way ANOVA Analysis for Hypothesis Testing 2

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Job security is important to employees	Between Groups	137.008	4	45.669	239.709	.000
	Within Groups	65.920	346	.191		
	Total	202.929	350			
Having good equipment to work with is important to employees	Between Groups	137.008	4	45.669	239.709	.000
	Within Groups	65.920	346	.191		
	Total	202.929	350			
Company's retirement benefits reduces labour turnover	Between Groups	137.008	4	45.669	239.709	.000
	Within Groups	65.920	346	.191		
	Total	202.929	350			
Jobs are dependent on the company's ability to compete effectively	Between Groups	137.008	4	45.669	239.709	.000
	Within Groups	65.920	346	.191		
	Total	202.929	350			
Management should give a good deal of attention to the physical working conditions of employees	Between Groups	137.008	4	45.669	239.709	.000
	Within Groups	65.920	346	.191		
	Total	202.929	350			
Adequate safety measures should be	Between Groups	137.008	4	45.669	239.709	.000
	Within Groups	65.920	346	.191		

provided to employees and medical facility for employees	Total	202.929	350			
--	-------	---------	-----	--	--	--

***Significant at $p < 0.001$

BDG – Between Duration Groups; WDG – Within Duration Groups

Source : Primary Data

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment and Retirement Benefits, Company's ability, working condition and safety measures for retaining employees in the organization

4.2.3. LOVING NEEDS : Hypothesis Testing 3

H_{0 1.3} - There is no significant difference between Marital Status with respect to the satisfaction level of Loving Needs of the employees such as Good Relationship, Social Events, Friendly Atmosphere, Grievance Redressal, Supervisor – Subordinate Relationship, Cooperation for retaining employees in the organization.

H_{1 1.3} - There is a significant difference between Marital Status with respect to the satisfaction level of Loving Needs of the employees such as Good Relationship, Social Events, Friendly Atmosphere, Grievance Redressal, Supervisor – Subordinate Relationship, Cooperation for retaining employees in the organization

Table 4.2.3.1. Table Indicating Hypothesis Testing 3 for Loving Needs

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Employees have good relationships with other staff members	MARRIED	240	2.57	.751	.049	2.47	2.66	1	3
	UNMARRIED	110	3.52	.763	.073	3.37	3.66	3	5
	Total	350	2.87	.874	.047	2.77	2.96	1	5
Management could show more interest in the employees by	MARRIED	240	1.00	.000	.000	1.00	1.00	1	1
	UNMARRIED	110	2.72	1.205	.115	2.49	2.95	1	5

sponsoring social events after work hours	Total	350	1.54	1.045	.056	1.43	1.65	1	5
Supervisors ought to work hard to develop a friendly working atmosphere among their people	MARRIED	240	1.00	.000	.000	1.00	1.00	1	1
	UNMARRIED	110	2.62	1.271	.121	2.38	2.86	1	5
	Total	350	1.51	1.034	.055	1.40	1.62	1	5
Effective mechanism for grievance redressal contributes towards better interpersonal relationships	MARRIED	240	1.23	.939	.061	1.11	1.35	1	5
	UNMARRIED	110	2.37	1.082	.103	2.17	2.58	1	4
	Total	350	1.59	1.118	.060	1.47	1.71	1	5
Well defined superior sub ordinate relationship contributes to positive social environment within organization	MARRIED	240	1.77	.424	.027	1.71	1.82	1	2
	UNMARRIED	110	3.07	1.115	.106	2.86	3.28	2	5
	Total	350	2.18	.938	.050	2.08	2.28	1	5
Attainment of co operation among coworkers is essential	MARRIED	240	1.02	.128	.008	1.00	1.03	1	2
	UNMARRIED	110	3.58	1.112	.106	3.37	3.79	2	5
	Total	350	1.82	1.349	.072	1.68	1.96	1	5

***Significant at $p < 0.001$

Source : Primary Data

Table 4.2.3.2. Table Indicating One Way ANOVA Analysis for Hypothesis Testing 3

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Employees have good relationships with other staff members	Between Groups	68.292	2	68.292	119.788	.000
	Within Groups	198.397	348	.570		
	Total	266.689	350			
Management could show more interest in the employees by sponsoring social events after work hours	Between Groups	222.676	2	222.676	489.635	.000
	Within Groups	158.264	348	.455		
	Total	380.940	350			
Supervisors ought to work hard to develop a friendly working atmosphere among their people	Between Groups	197.511	2	197.511	390.613	.000
	Within Groups	175.964	348	.506		
	Total	373.474	350			
Effective mechanism for grievance redressal contributes towards better interpersonal relationships	Between Groups	97.923	2	97.923	100.626	.000
	Within Groups	338.652	348	.973		
	Total	436.574	350			
Well defined superior sub ordinate relationship contributes to positive social environment within organization	Between Groups	128.666	2	128.666	251.053	.000
	Within Groups	178.352	348	.513		
	Total	307.017	350			

Attainment of co operation among coworkers is essential	Between Groups	496.320	2	496.320	1245.301	.000
	Within Groups	138.697	348	.399		
	Total	635.017	350			

BDG – Between Duration Groups; WDG – Within Duration Groups

***Significant at $p < 0.001$

Source : Primary Data

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Marital Status with respect to the satisfaction level of Loving Needs of the employees such as Good Relationship, Social Events, Friendly Atmosphere, Grievance Redressal, Supervisor – Subordinate Relationship, Cooperation for retaining employees in the organization.

4.2.4. ESTEEM NEEDS : Hypothesis Testing 4

H₀ 1.4 - There is no significant difference between Annual Income with respect to the satisfaction level of Esteem Needs of the employees such as Supervisor Recognition, Pride, Access to Higher Level, Self Initiative, Career Development, Rewards and Recognition for retaining employees in the organization.

H₁ 1.4 - There is a significant difference between Annual Income with respect to the satisfaction level of Esteem Needs of the employees such as Supervisor Recognition, Pride, Access to Higher Level, Self Initiative, Career Development, Rewards and Recognition for retaining employees in the organization.

Table 4.2.4.1. Table Indicating Hypothesis Testing 4 for Esteem Needs

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Organization recognize and acknowledge your work	UPTO 25,000	85	1.01	.108	.012	.99	1.04	1	2
	25000 – 50000	125	2.00	.000	.000	2.00	2.00	2	2
	50000 -1 LAKH	100	2.56	.656	.066	2.43	2.69	2	4
	MORE THAN 1 LAKH	40	4.53	.506	.080	4.36	4.69	4	5

	Total	350	2.21	1.081	.058	2.09	2.32	1	5
Pride in one's work is an important reward	UPTO 25,000	85	1.09	.294	.032	1.03	1.16	1	2
	25000 – 50000	125	2.00	.000	.000	2.00	2.00	2	2
	50000 -1 LAKH	100	2.69	.748	.075	2.54	2.84	2	4
	MORE THAN 1 LAKH	40	4.63	.490	.078	4.47	4.78	4	5
	Total	350	2.28	1.120	.060	2.16	2.39	1	5
Access to higher level of management is important	UPTO 25,000	85	1.22	.419	.045	1.13	1.31	1	2
	25000 – 50000	125	2.00	.000	.000	2.00	2.00	2	2
	50000 -1 LAKH	100	2.84	.813	.081	2.68	3.00	2	4
	MORE THAN 1 LAKH	40	4.70	.464	.073	4.55	4.85	4	5
	Total	350	2.36	1.144	.061	2.24	2.48	1	5
Self initiative to strict supervision is needed	UPTO 25,000	85	1.26	.441	.048	1.16	1.35	1	2
	25000 – 50000	125	2.84	.368	.033	2.77	2.91	2	3
	50000 -1 LAKH	100	3.17	.378	.038	3.10	3.24	3	4
	MORE THAN 1 LAKH	40	4.58	.501	.079	4.41	4.74	4	5
	Total	350	2.75	1.068	.057	2.64	2.86	1	5
Company has well defined plans for career development of employees	UPTO 25,000	85	1.31	.464	.050	1.21	1.41	1	2
	25000 – 50000	125	3.46	.757	.068	3.32	3.59	2	4
	50000 -1 LAKH	100	4.00	.000	.000	4.00	4.00	4	4
	MORE THAN 1 LAKH	40	4.63	.490	.078	4.47	4.78	4	5
	Total	350	3.22	1.263	.068	3.09	3.36	1	5
Company should have built in mechanism for recognition and reward for better performance	UPTO 25,000	85	1.00	.000	.000	1.00	1.00	1	1
	25000 – 50000	125	1.11	.317	.028	1.06	1.17	1	2
	50000 -1 LAKH	100	2.59	.494	.049	2.49	2.69	2	3
	MORE THAN 1 LAKH	40	4.15	.736	.116	3.91	4.39	3	5
	Total	350	1.85	1.140	.061	1.73	1.97	1	5

***Significant at $p < 0.001$

Source: Primary Data

Table 4.2.4.2. Table Indicating One Way ANOVA Analysis for Hypothesis Testing 4

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Organization recognize and acknowledge your work	Between Groups	354.171	4	118.057	762.038	.000
	Within Groups	53.603	346	.155		
	Total	407.774	350			
Pride in one's work is an important reward	Between Groups	366.105	4	122.035	586.348	.000
	Within Groups	72.012	346	.208		
	Total	438.117	350			

Access to higher level of management is important	Between Groups	368.047	4	122.682	479.136	.000
	Within Groups	88.593	346	.256		
	Total	456.640	350			
Self initiative to strict supervision is needed	Between Groups	340.883	4	113.628	689.851	.000
	Within Groups	56.991	346	.165		
	Total	397.874	350			
Company has well defined plans for career development of employees	Between Groups	458.187	4	152.729	536.871	.000
	Within Groups	98.430	346	.284		
	Total	556.617	350			
Company should have built in mechanism for recognition and reward for better performance	Between Groups	395.847	4	131.949	790.934	.000
	Within Groups	57.722	346	.167		
	Total	453.569	350			

***Significant at $p < 0.001$

BDG – Between Duration Groups; WDG – Within Duration Groups

Source: Primary Data

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Annual Income with respect to the satisfaction level of Esteem Needs of the employees such as Supervisor Recognition, Pride, Access to Higher Level, Self Initiative, Career Development, Rewards and Recognition for retaining employees in the organization.

4.2.5. SELF ACTUALIZATION NEEDS : Hypothesis Testing 5

H₀ 1.5 - There is no significant difference between Education with respect to the satisfaction level of Self Actualization Needs of the employees such as giving the best, Self Development, Accomplishing Dreams, Self Fulfillment, Policies and Procedures, Commitment for retaining employees in the organization.

H₁ 1.5 - There is a significant difference between Education with respect to the satisfaction level of Self Actualization Needs of the employees such as giving the best, Self Development, Accomplishing Dreams, Self Fulfillment, Policies and Procedures, Commitment for retaining employees in the organization.

Table 4.2.5.1. Table Indicating Hypothesis Testing 5 for Self Actualization Needs

Descriptives									
		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
Many of you want to give your best in everything you do	10th/12th Std	153	1.00	.000	.000	1.00	1.00	1	1
	DIPLOMA	68	1.22	.418	.051	1.12	1.32	1	2
	GRADUATE	79	2.34	.477	.054	2.23	2.45	2	3
	POST GRADUATE	50	3.92	.804	.114	3.69	4.15	3	5
	Total	350	1.76	1.109	.059	1.65	1.88	1	5
There should be opportunities for self development	10th/12th Std	153	1.00	.000	.000	1.00	1.00	1	1
	DIPLOMA	68	1.26	.444	.054	1.16	1.37	1	2
	GRADUATE	79	2.44	.500	.056	2.33	2.56	2	3
	POST GRADUATE	50	4.22	.679	.096	4.03	4.41	3	5
	Total	350	1.84	1.194	.064	1.71	1.96	1	5
Employment should offer chances to accomplish one's dreams	10th/12th Std	153	1.00	.000	.000	1.00	1.00	1	1
	DIPLOMA	68	1.00	.000	.000	1.00	1.00	1	1
	GRADUATE	79	1.03	.158	.018	.99	1.06	1	2
	POST GRADUATE	50	2.50	.735	.104	2.29	2.71	2	4
	Total	350	1.22	.596	.032	1.16	1.28	1	4
Organization should provide opportunities for self fulfillment contributing to self worth	10th/12th Std	153	1.00	.000	.000	1.00	1.00	1	1
	DIPLOMA	68	1.00	.000	.000	1.00	1.00	1	1
	GRADUATE	79	1.00	.000	.000	1.00	1.00	1	1
	POST GRADUATE	50	2.30	.735	.104	2.09	2.51	1	4
	Total	350	1.19	.532	.028	1.13	1.24	1	4
Company policies and procedures restricting your ability to work on the job	10th/12th Std	153	1.00	.000	.000	1.00	1.00	1	1
	DIPLOMA	68	1.00	.000	.000	1.00	1.00	1	1
	GRADUATE	79	1.13	.335	.038	1.05	1.20	1	2
	POST GRADUATE	50	2.74	.922	.130	2.48	3.00	2	5
	Total	350	1.28	.710	.038	1.20	1.35	1	5
Organization should have a commitment to achieve the potentials of their employees	10th/12th Std	153	1.00	.000	.000	1.00	1.00	1	1
	DIPLOMA	68	1.00	.000	.000	1.00	1.00	1	1
	GRADUATE	79	1.00	.000	.000	1.00	1.00	1	1
	POST GRADUATE	50	2.50	.886	.125	2.25	2.75	1	5
	Total	350	1.21	.622	.033	1.15	1.28	1	5

***Significant at $p < 0.001$

Source: Primary Data

Table 4.2.5.2. Table Indicating One Way ANOVA Analysis for Hypothesis Testing 5

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Many of you want to give your best in everything you do	Between Groups	368.174	4	122.725	694.478	.000
	Within Groups	61.143	346	.177		
	Total	429.317	350			
There should be opportunities for self development	Between Groups	442.408	4	147.469	922.534	.000
	Within Groups	55.309	346	.160		
	Total	497.717	350			
Employment should offer chances to accomplish one's dreams	Between Groups	95.611	4	31.870	387.604	.000
	Within Groups	28.449	346	.082		
	Total	124.060	350			
Organization should provide opportunities for self fulfillment contributing to self worth	Between Groups	72.429	4	24.143	315.224	.000
	Within Groups	26.500	346	.077		
	Total	98.929	350			
Company policies and procedures restricting your ability to work on the job	Between Groups	125.763	4	41.921	288.053	.000
	Within Groups	50.354	346	.146		
	Total	176.117	350			
Organization should have a commitment to achieve the potentials of their employees	Between Groups	96.429	4	32.143	288.868	.000
	Within Groups	38.500	346	.111		
	Total	134.929	350			

***Significant at $p < 0.001$

BDG – Between Duration Groups; WDG – Within Duration Groups

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Education with respect to the satisfaction level of Self Actualization Needs of the employees such as giving the best, Self Development, Accomplishing Dreams, Self Fulfillment, Policies and Procedures, Commitment for retaining employees in the organization.

4.3. MULTIPLE REGRESSION:

4.3.1. PHYSIOLOGICAL NEEDS : Hypothesis Testing 6

H_{0 6} – There is no association between the Physiological needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H_{1 6} - There is association between the Physiological needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

The personal characteristics of employees, namely, age, education, annual income and experience are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Physiological Needs Satisfaction, a multiple regression analysis of the Physiological Needs Satisfaction and the personal characteristics is done.

The normalized index of Physiological Needs Satisfaction of employees, taken together, is regressed with the independent variables- Age, Education, Annual Income and Experience, which is shown in Table 4.3.1.1.

Table 4.3.1.1. Table Indicating Model Summary of Hypothesis Testing 6

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.896	.895	.33070
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME				

Source: Primary Data

Table 4.3.1.2. Table Indicating Multiple Regression Analysis for for Physiological Needs

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.094	.051		-1.830	.068
	AGE	.377	.054	.398	6.972	.000
	EDUCATION	.263	.046	.286	5.669	.000
	EXPERIENCE	-.082	.072	-.077	-1.142	.254
	ANNUAL INCOME	.401	.070	.364	5.754	.000
a. Dependent Variable: PHYSIOLOGICAL_NEEDS						

Source: Primary Data

Table 4.3.1.2. presents multiple regression analysis of the normalized index of physiological need satisfaction with the explanatory variables of Age, Education, Annual Income and Experience. The model presented indicates that Age, Education and Annual Income are positively related with basic needs satisfaction, whereas Experience is related negatively. Out of the four explanatory variables regressed; Annual Income and Experience are statically significant. It implies that higher salary is related with higher levels of Physiological Needs satisfaction. Employees getting relatively higher wages seem to be more satisfied in their work atmosphere. It is quite natural that Salary which fulfills the basic needs of employees happened to be a factor for higher levels of Physiological needs satisfaction. Experience has a negative impact on Physiological needs Satisfaction. It implies that employees having longer service in organizations appeared to be having lesser Physiological Needs satisfaction.

The R square 0.896 indicates that 89.6 per cent variation in the Physiological needs satisfaction index of employees is explained by the four explanatory variables tested.

4.3.2.SECURITY NEEDS : Hypothesis Testing 7

H₀ 7 – There is no association between the Security needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H₁ 7 - There is association between the Security needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

The personal characteristics of employees, namely, Age, Education, Annual Income and Experience are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Security Needs Satisfaction, a multiple regression analysis of the Security Needs Satisfaction and the personal characteristics is done.

The normalised index of Security Needs Satisfaction of Employees, taken together, is regressed with the independent variables- Age, Education, Annual Income and Experience. The normalised index of security needs satisfaction of the employees taken together is regressed with the four explanatory variables

selected for the study viz. Age, Education, Annual Income and Experience. Table 4.3.2.2. shows that out of the four factors Age, Education and Annual Income are positively related to the security needs satisfaction and Experience is negatively related.

Table 4.3.2.1. Table Indicating Model Summary of Hypothesis 7

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.703	.41539
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME				

Source: Primary Data

Table 4.3.2.2. Table Indicating Multiple Regression Analysis for Security Needs

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.270	.065		4.172	.000
	AGE	-.227	.068	-.320	-3.342	.001
	EDUCATION	.480	.058	.699	8.250	.000
	ANNUAL INCOME	.390	.090	.489	4.332	.000
	EXPERIENCE	-.020	.087	-.024	-.224	.823
a. Dependent Variable: SECURITY_NEEDS						

Source: Primary Data

The analysis presented reveals that Annual Income, Experience and education are statistically significant and age appears to be not significant. This implies that relatively more educated employees, those having more service in their organisations and those drawing more salary are appeared to be having more security needs satisfaction in their work atmosphere. The negative relation of length of service with security needs satisfaction indicates that the concern for security needs is increasing and what the organizations provide at present is not up to the expectation of employees. The correlation with education indicates that employees, relatively more educated, are having more concern for their security

needs. The positive association of salary is quite evident because of the role of salary in fulfilling the lower order needs.

The R square of 0.707 indicates that 70.7 per cent of the variation in security needs satisfaction is related to the variation in the four explanatory variables tested.

4.3.3. LOVING NEEDS : Hypothesis Testing 8

H_{0 8} – There is no association between the Loving needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H_{1 8} - There is association between the Loving needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

The personal characteristics of employees, namely, Age, Education, Annual Income and Experience are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Loving Needs Satisfaction, a multiple regression analysis of the Loving Needs Satisfaction and the personal characteristics is done. The normalised index of Loving Needs Satisfaction of employees, taken together, is regressed with the independent variables- Age, Education, Annual Income and Experience, which is shown in Table 4.3.3.2.

Table 4.3.3.1. Table Indicating Model Summary of Hypothesis Testing 8

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970 ^a	.940	.940	.26385
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME				

Source: Primary Data

Table 4.3.3.2. Table Indicating Multiple Regression Analysis for Loving Needs

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.120	.041		2.913	.004
	AGE	.381	.043	.382	8.823	.000
	EDUCATION	.118	.037	.122	3.199	.002
	ANNUAL INCOME	.314	.057	.280	5.491	.000
	EXPERIENCE	.245	.056	.211	4.403	.000
a. Dependent Variable: LOVING_NEEDS						

Source: Primary Data

The normalized index of loving need satisfaction of employees combined together is regressed with the explanatory variables of Age, Education, Annual Income and Experience as depicted in Table 4.3.3.2. From the analysis it is found that the variables Age, Education and Annual Income shows a positive relationship and Experience shows a negative relationship with loving needs satisfaction. Out of the four variables tested the two variables – Annual Income and Education are statistically significant and emerged as the predictors of loving needs satisfaction. The predictors Annual Income and Education have a positive impact in influencing loving needs satisfaction of employees.

The value of R square is 0.121 which means that 12.1 percent of variations in the loving needs satisfaction can be accounted by the variations in the four explanatory variables in the model.

4.3.4. ESTEEM NEEDS : Hypothesis Testing 9

H_{0 9} – There is no association between the Esteem needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H_{1 9} - There is association between the Esteem needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

The personal characteristics of employees, namely, Age, Education, Annual Income and Experience are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyse how these different factors are related to Esteem Needs Satisfaction, a multiple regression analysis of the Esteem Needs Satisfaction and the personal characteristics is done. The normalised index of Esteem Needs Satisfaction of employees, taken together, is regressed with the independent variables- Age, Education, Annual Income and Experience, which is shown in Table 4.3.4.2.

Table 4.3.4.1. Table Indicating Model Summary of Hypothesis Testing 9

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964 ^a	.929	.928	.29462
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME				

Source: Primary Data

Table 4.3.4.2. Table Indicating Multiple Regression Analysis for Esteem Needs

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.172	.046		3.743	.000
	AGE	.350	.048	.343	7.267	.000
	EDUCATION	.193	.041	.195	4.673	.000
	ANNUAL INCOME	.407	.064	.354	6.371	.000
	EXPERIENCE	.114	.062	.096	1.841	.067
a. Dependent Variable: ESTEEM_NEEDS						

Source: Primary Data

When the lower level needs of employees are reasonably satisfied, they will go in for the satisfaction of higher order needs. Naturally after the gratification of social needs, then comes the ego needs.

From the Table 4.3.4.2, it is observed that all the four variables examined are positively related with the esteem needs satisfaction. Out of the four variables tested, the relation of education and Annual Income is statistically significant. It implies that employees having higher educational qualifications and higher salary

are having relatively higher levels of esteem needs satisfaction. As esteem needs are concerned with the factors like recognition, self initiative, pride, career advancement etc, it can be inferred that employees having higher educational qualifications get relatively more opportunities for the fulfillment of esteem needs. The R square value shows that 25.8 per cent variations in Esteem need satisfaction is explained by the variation in the four explanatory variables.

4.3.5. SELF ACTUALIZATION NEEDS : Hypothesis Testing 10

H_{0 10} – There is no association between the Self Actualization needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

H_{1 10} - There is association between the Self Actualization needs of employees and the explanatory variables of Age, Education, Annual Income and Experience by performing multiple regression analysis.

The personal characteristics of employees, namely, Age, Education, Annual Income and Experience are taken as explanatory variables for explaining the different levels of need satisfaction. In order to analyzed how these different factors are related to Self-actualization needs satisfaction, a multiple regression analysis of the Self actualization needs satisfaction and the personal characteristics is done. The normalized index of Self actualization needs satisfaction of public sector and private sector, taken together, is regressed with the independent variables- Age, Education, Annual Income and Experience , which is shown in Table 4.3.5.1

Table 4.3.5.1. Table Indicating Model Summary of Hypothesis Testing 10

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.968 ^a	.937	.936	.23168
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME				

Source: Primary Data

Table 4.3.5.2. Table Indicating Multiple Regression Analysis for Self Actualization Needs

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.476	.036		13.183	.000
	AGE	.354	.038	.416	9.355	.000
	EDUCATIONAL QUALIFICATION	.055	.032	.066	1.680	.094
	ANNUAL INCOME	.286	.050	.299	5.702	.000
	EXPERIENCE	.207	.049	.210	4.249	.000
a. Dependent Variable: ACTUALIZATION_NEEDS						

Source: Primary Data

Table 4.3.5.2. presents multiple regression analysis of Self Actualization Needs Satisfaction with the four explanatory variables Age, Education, Annual Income and Experience. It can be seen from the table that the three variables Age, Education and Annual Income are positively related and Experience shows a negative relation with the self actualization need satisfaction. The relation of 'education' and 'salary' with the Self Actualization Needs of employees is statistically significant. They emerged as the predictors of Self actualization needs. It means that employees with higher educational qualifications are getting relatively more chances for self development and for the accomplishment of their expectations. As this study is related to the employees, their magnitude of self actualization may be confined to a relatively higher placement where the employees are getting more autonomy in job performance. Hence the emergence of salary as a predictor of Self actualization need is also explained.

The value of R square is 0.234 which means that 23.4 per cent of variation in self actualization needs satisfaction is accounted by variation in the explanatory variables.

4.4. CORRELATIONS

4.4.1. Employee Retention Strategies - Hypothesis Testing 11

H_{0 11} - There is no relationship between the Employee Retention Strategies available in the company and their satisfaction level.

H_{1 11} - There is a relationship between the Employee Retention Strategies available in the company and their satisfaction level.

Table 4.4.1. Table Indicating Correlations between Employee Retention Strategies and their Satisfaction Level

		Correlations					
		Compensation	Employee engagement system	Career development	Job satisfaction	Motivation	Team building
Compensation	Pearson Correlation	1	.402**	.449**	.387**	.405**	.430**
	Sig. (1-tailed)		.000	.000	.000	.000	.000
	N	350	350	350	350	350	350
Employee engagement system	Pearson Correlation	.402**	1	.904**	.801**	.948**	.946**
	Sig. (1-tailed)	.000		.000	.000	.000	.000
	N	350	350	350	350	350	350
Career development	Pearson Correlation	.449**	.904**	1	.912**	.847**	.930**
	Sig. (1-tailed)	.000	.000		.000	.000	.000
	N	350	350	350	350	350	350
Job satisfaction	Pearson Correlation	.387**	.801**	.912**	1	.771**	.875**
	Sig. (1-tailed)	.000	.000	.000		.000	.000
	N	350	350	350	350	350	350
Motivation	Pearson Correlation	.405**	.948**	.847**	.771**	1	.926**
	Sig. (1-tailed)	.000	.000	.000	.000		.000
	N	350	350	350	350	350	350
Team building	Pearson Correlation	.430**	.946**	.930**	.875**	.926**	1
	Sig. (1-tailed)	.000	.000	.000	.000	.000	
	N	350	350	350	350	350	350

**Correlation is significant at the 0.01 level (1-tailed).

Source: Primary Data

INFERENCE:

The value of Correlation coefficient (r) is 0.000 .Hence there is high correlation between Employee Retention Strategies available in the company and satisfaction level of employees in the given data.

4.4.2. Employee Retention Strategies - Hypothesis Testing 12

H₀ 12 - There is no relationship between the Employee Retention Strategies and the main reasons for employees to leave the organization.

H₁ 12 - There is a relationship between the Employee Retention Strategies and the main reasons for employees to leave the organization.

Table 4.4.2. Table Indicating Correlations between Employee Retention Strategies and the main reasons for employees to leave

		Correlations										
		Unfair salary	Lack of career development activities	Poor appraisal systems	Lack of employee engagement	Insufficient training and development	Job dissatisfaction with schedule	Job is too stressful	Lack of motivation	Low morale	Lack of team work	Lack of opportunities for professional growth or advancement
Unfair salary	Pearson Correlation	1	.248**	.154**	.213**	.050	.137*	.087	.152**	.108*	.112*	.061
	Sig. (2-tailed)		.000	.004	.000	.351	.010	.105	.004	.044	.036	.253
	N	350	350	350	350	350	350	350	350	350	350	350
Lack of career development activities	Pearson Correlation	.248**	1	.414**	.648**	.139**	.175**	.183**	.183**	.074	.029	.061
	Sig. (2-tailed)	.000		.000	.000	.009	.001	.001	.001	.170	.583	.253
	N	350	350	350	350	350	350	350	350	350	350	350
Poor appraisal systems	Pearson Correlation	.154**	.414**	1	.564**	.491**	.518**	.528**	.481**	.334**	.219**	.337**
	Sig. (2-tailed)	.004	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Lack of employee engagement	Pearson Correlation	.213**	.648**	.564**	1	.285**	.231**	.137*	.092	-.004	-.067	.018
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.010	.087	.934	.209	.732
	N	350	350	350	350	350	350	350	350	350	350	350
Insufficient training and development	Pearson Correlation	.050	.139**	.491**	.285**	1	.653**	.407**	.435**	.634**	.600**	.694**
	Sig. (2-tailed)	.351	.009	.000	.000		.000	.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Job dissatisfaction with schedule	Pearson Correlation	.137*	.175**	.518**	.231**	.653**	1	.694**	.733**	.572**	.407**	.516**
	Sig. (2-tailed)	.010	.001	.000	.000	.000		.000	.000	.000	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Job is too stressful	Pearson Correlation	.087	.183**	.528**	.137*	.407**	.694**	1	.817**	.509**	.351**	.433**
	Sig. (2-tailed)	.105	.001	.000	.010	.000	.000		.000	.000	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350

Lack of motivation	Pearson Correlation	.152**	.183**	.481**	.092	.435**	.733**	.817**	1	.665**	.486**	.528**
	Sig. (2-tailed)	.004	.001	.000	.087	.000	.000	.000		.000	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Low morale	Pearson Correlation	.108*	.074	.334**	-.004	.634**	.572**	.509**	.665**	1	.717**	.835**
	Sig. (2-tailed)	.044	.170	.000	.934	.000	.000	.000	.000		.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Lack of team work	Pearson Correlation	.112*	.029	.219**	-.067	.600**	.407**	.351**	.486**	.717**	1	.736**
	Sig. (2-tailed)	.036	.583	.000	.209	.000	.000	.000	.000	.000		.000
	N	350	350	350	350	350	350	350	350	350	350	350
Lack of opportunities for professional growth or advancement	Pearson Correlation	.061	.061	.337**	.018	.694**	.516**	.433**	.528**	.835**	.736**	1
	Sig. (2-tailed)	.253	.253	.000	.732	.000	.000	.000	.000	.000	.000	
	N	350	350	350	350	350	350	350	350	350	350	350

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

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

INFERENCE:

The value of Correlation coefficient (r) is 0.000 .Hence there is high correlation between Employee Retention Strategies and the main reasons for employees to leave the organization.

4.4.3. Employee Retention Strategies - Hypothesis Testing 13

H₀ 13 - There is no relationship between the Employee Retention Strategies and the main reasons for employees to stay in the organization.

H₁ 13 - There is a relationship between the Employee Retention Strategies and the main reasons for employees to stay in the organization.

Table 4.4.3. Table Indicating Correlations between Employee Retention Strategies and the main reasons for employees to stay

Correlations												
		Less salary and benefits	Skill Recognition	Learning and Working Climate	Job Flexibility	Superior-Subordinate Relationship	Employee Motivation	Job Characteristics	Work Life Balance	Compensation	Job Commitment	Training and Career Development
Less salary and benefits	Pearson Correlation	1	.709**	.616**	.186**	-.216**	.527**	.626**	.855**	.072	.649**	.573**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.177	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Skill Recognition	Pearson Correlation	.709**	1	.706**	.374**	.058	.382**	.430**	.614**	.076	.470**	.407**
	Sig. (2-tailed)	.000		.000	.000	.280	.000	.000	.000	.156	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350

Learning and Working Climate	Pearson Correlation	.616**	.706**	1	.536**	.210**	.465**	.463**	.486**	.064	.468**	.395**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.236	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Job Flexibility	Pearson Correlation	.186**	.374**	.536**	1	.586**	.431**	.058	.051	-.058	.088	.051
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.277	.339	.279	.102	.339
	N	350	350	350	350	350	350	350	350	350	350	350
Superior-Subordinate Relationship	Pearson Correlation	-.216**	.058	.210**	.586**	1	.298**	-.062	-.117*	.030	-.246**	-.246**
	Sig. (2-tailed)	.000	.280	.000	.000		.000	.250	.028	.581	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Employee Motivation	Pearson Correlation	.527**	.382**	.465**	.431**	.298**	1	.524**	.633**	.032	.344**	.261**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.549	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Job Characteristics	Pearson Correlation	.626**	.430**	.463**	.058	-.062	.524**	1	.739**	.136*	.783**	.668**
	Sig. (2-tailed)	.000	.000	.000	.277	.250	.000		.000	.011	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Work Life Balance	Pearson Correlation	.855**	.614**	.486**	.051	-.117*	.633**	.739**	1	.178**	.591**	.503**
	Sig. (2-tailed)	.000	.000	.000	.339	.028	.000	.000		.001	.000	.000
	N	350	350	350	350	350	350	350	350	350	350	350
Compensation	Pearson Correlation	.072	.076	.064	-.058	.030	.032	.136*	.178**	1	.072	.056
	Sig. (2-tailed)	.177	.156	.236	.279	.581	.549	.011	.001		.178	.294
	N	350	350	350	350	350	350	350	350	350	350	350
Job Commitment	Pearson Correlation	.649**	.470**	.468**	.088	-.246**	.344**	.783**	.591**	.072	1	.860**
	Sig. (2-tailed)	.000	.000	.000	.102	.000	.000	.000	.000	.178		.000
	N	350	350	350	350	350	350	350	350	350	350	350
Training and Career Development	Pearson Correlation	.573**	.407**	.395**	.051	-.246**	.261**	.668**	.503**	.056	.860**	1
	Sig. (2-tailed)	.000	.000	.000	.339	.000	.000	.000	.000	.294	.000	
	N	350	350	350	350	350	350	350	350	350	350	350
**. Correlation is significant at the 0.01 level (2-tailed).												
*. Correlation is significant at the 0.05 level (2-tailed).												

Source: Primary Data

INFERENCE:

The value of Correlation coefficient (r) is 0.000 .Hence there is high correlation between Employee Retention Strategies and the main reasons for employees to stay in the organization.

4.5. CHI SQUARE TEST

4.5.1. Employee Retention Strategies - Hypothesis Testing 14

H_{0 14} = There is no significant difference between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect)

H_{1 14} = There is significant difference between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect)

Table 4.5.1. Table Indicating Chi Square Test Analysis between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect)

Do you think that employee retention helps in the development of organization?			Do you think that implementation of three R's (Recognition, Reward, Respect) will increase employee retention?				Total
			ALL THE TIMES	MOST OF THE TIMES	SOMETIMES	NEVER	
ALL THE TIMES	Count	308	0	0	0	0	308
	Expected Count	279.8	15.8	8.8	3.5	308.0	
	% within employee retention	100.0%	0.0%	0.0%	0.0%	100.0%	
	% within three R's	96.9%	0.0%	0.0%	0.0%	88.0%	
	% of Total	88.0%	0.0%	0.0%	0.0%	88.0%	
MOST OF THE TIMES	Count	10	8	0	0	18	
	Expected Count	16.4	.9	.5	.2	18.0	
	% within employee retention	55.6%	44.4%	0.0%	0.0%	100.0%	
	% within three R's	3.1%	44.4%	0.0%	0.0%	5.1%	
	% of Total	2.9%	2.3%	0.0%	0.0%	5.1%	
SOMETIMES	Count	0	10	4	0	14	
	Expected Count	12.7	.7	.4	.2	14.0	
	% within employee retention	0.0%	71.4%	28.6%	0.0%	100.0%	
	% within three R's	0.0%	55.6%	40.0%	0.0%	4.0%	
	% of Total	0.0%	2.9%	1.1%	0.0%	4.0%	
NEVER	Count	0	0	6	4	10	
	Expected Count	9.1	.5	.3	.1	10.0	
	% within employee retention	0.0%	0.0%	60.0%	40.0%	100.0%	
	% within three R's	0.0%	0.0%	60.0%	100.0%	2.9%	
	% of Total	0.0%	0.0%	1.7%	1.1%	2.9%	
Total	Count	318	18	10	4	350	
	Expected Count	318.0	18.0	10.0	4.0	350.0	
	% within employee retention	90.9%	5.1%	2.9%	1.1%	100.0%	
	% within three R's	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	90.9%	5.1%	2.9%	1.1%	100.0%	

Source: Primary Data

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	509.133 ^a	9	.000
Likelihood Ratio	219.751	9	.000
Linear-by-Linear Association	301.159	1	.000
No. of Valid Cases	350		

Source: Primary Data

INFERENCE:

Since p value (0.000) is lesser than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is significant difference between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect) which helps in the development of company and also retaining the employees.

4.5.2. Employee Retention Strategies - Hypothesis Testing 15

H_{0 15} = There is no significant difference between the satisfaction level with the way company managed both its business and people during pandemic and the biggest challenge company faced during this pandemic.

H_{1 15} = There is significant difference between the satisfaction level with the way company managed both its business and people during pandemic and the biggest challenge company faced during this pandemic.

Table 4.5.2. Table Indicating Chi Square Test Analysis of Employee retention managed by business and people during Pandemic

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.736 ^a	21	.709
Likelihood Ratio	26.641	21	.705
Linear-by-Linear Association	2.238	1	.000
No. of Valid Cases	350		

Source: Primary Data

Table 4.5.2.2. Table Indicating Chi Square Test Analysis of Employee retention managed by business and people during Pandemic

Are you satisfied with the way your organization has managed both its business and people during the pandemic situation? * What is the biggest challenge that your company faced in pandemic? Crosstabulation										
Are you satisfied with the way your organization has managed both its business and people during the pandemic situation?		What is the biggest challenge that your company faced in pandemic?								Total
		Maintaining cash flow through business	Recovering lost sales	Changes in consumer spending and habits	Production of new products	Limited labor Force	Financial issues (no salary, no bonus)	Ensuring health and safety in work place	Increased cost of materials and shipping	
EXCELLENT	Count	157	21	12	30	3	55	14	5	297
	Expected Count	154.4	17.8	14.4	29.7	3.4	56.9	11.9	8.5	297.0
	% within your organization has managed	52.9%	7.1%	4.0%	10.1%	1.0%	18.5%	4.7%	1.7%	100.0%
	% within biggest challenge	86.3%	100.0%	70.6%	85.7%	75.0%	82.1%	100.0%	50.0%	84.9%
	% of Total	44.9%	6.0%	3.4%	8.6%	0.9%	15.7%	4.0%	1.4%	84.9%
	Count	10	0	2	2	0	4	0	3	21
	Expected Count	10.9	1.3	1.0	2.1	.2	4.0	.8	.6	21.0
	% within your organization has managed	47.6%	0.0%	9.5%	9.5%	0.0%	19.0%	0.0%	14.3%	100.0%
	% within biggest challenge	5.5%	0.0%	11.8%	5.7%	0.0%	6.0%	0.0%	30.0%	6.0%
	% of Total	2.9%	0.0%	0.6%	0.6%	0.0%	1.1%	0.0%	0.9%	6.0%
	Count	10	0	2	1	0	4	0	1	18
	Expected Count	9.4	1.1	.9	1.8	.2	3.4	.7	.5	18.0
	% within your organization has managed	55.6%	0.0%	11.1%	5.6%	0.0%	22.2%	0.0%	5.6%	100.0%
	% within biggest challenge	5.5%	0.0%	11.8%	2.9%	0.0%	6.0%	0.0%	10.0%	5.1%
	% of Total	2.9%	0.0%	0.6%	0.3%	0.0%	1.1%	0.0%	0.3%	5.1%
	Count	5	0	1	2	1	4	0	1	14
	Expected Count	7.3	.8	.7	1.4	.2	2.7	.6	.4	14.0
	% within your organization has managed	35.7%	0.0%	7.1%	14.3%	7.1%	28.6%	0.0%	7.1%	100.0%
	% within biggest challenge	2.7%	0.0%	5.9%	5.7%	25.0%	6.0%	0.0%	10.0%	4.0%
	% of Total	1.4%	0.0%	0.3%	0.6%	0.3%	1.1%	0.0%	0.3%	4.0%
Total	Count	182	21	17	35	4	67	14	10	350
	Expected Count	182.0	21.0	17.0	35.0	4.0	67.0	14.0	10.0	350.0
	% within Are you satisfied with the way your organization has managed both its business and people during the pandemic situation?	52.0%	6.0%	4.9%	10.0%	1.1%	19.1%	4.0%	2.9%	100.0%
	% within What is the biggest challenge that your company faced in pandemic?	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total	52.0%	6.0%	4.9%	10.0%	1.1%	19.1%	4.0%	2.9%	100.0%

Source: Primary Data

INFERENCE:

Since p value (0.709) is greater than 0.05. We accept the null hypothesis and reject the alternate hypothesis. Hence there is no significant difference between the satisfaction level with the way company managed both its business and people during pandemic and the biggest challenge company faced during this pandemic.

4.6. Employee Retention Strategies - Hypothesis Testing 16

H₀ 16 = There is no significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

H₁ 16 = There is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

TABLE 4.6.Table indicating HYPOTHESIS TESTING 1 – T TEST

VARIABLES	GENDER	N	MEAN	S.D	“t value	“p value
Physiological Needs	Male	230	1.3568	1.0195	37.886	0.000**
	Female	120	0.7079			
Security Needs	Male	230	1.0420	0.7625	38.905	0.000**
	Female	120	0.5436			
Loving Needs	Male	230	1.6572	1.0733	43.958	0.000**
	Female	120	0.8646			
Esteem Needs	Male	230	1.6854	1.0974	43.723	0.000**
	Female	120	0.8793			
Self Actualization Needs	Male	230	1.6661	0.9158	51.791	0.000**
	Female	120	0.8692			
Employee Retention Strategies	Male	230	21.4616	27.2671	254.698	0.000**
	Female	120	11.1973			

***Significant at $p < 0.001$

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001, so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

CHAPTER – 5

FINDINGS, SUGGESTIONS AND CONCLUSION



CHAPTER 5

FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS:

A. SOCIO DEMOGRAPHIC DETAILS:

1. Majority (230) of the respondents are male as they constitutes 65.71% of my sample.
2. Majority (240) of the respondents are married as they constitutes 68.57% of my sample.
3. Majority (126) of the respondents are under the age group of 26 to 35 years as they constitutes 36% of my sample.
4. Majority (43.71%) of the respondents are qualified with 10th std or 12th std only.
5. Majority (84%) of the respondents are employees working in this company.
6. Majority (35.71%) of the respondents are earning from Rs.25,000 to Rs.50,000 as annual income in this company.

B. PHYSIOLOGICAL NEEDS:

7. Majority (60%) are extremely satisfied that they are getting a sufficient salary package for their job.
8. Majority(50%) are satisfied that the remuneration earned by them is only adequate in providing better living conditions to their family
9. Majority (54%) are satisfied that the benefits and amenities offered by the organization are competitive.
10. Majority (40%) are satisfied with the incentives schemes offered.
11. Majority (78%) are extremely satisfied that they respect to the pay revisions adopted by the company.
12. Majority(44%) are extremely satisfied about the canteen facilities offered by the company.
13. Majority (50%) of the respondents strongly agreed that organization is effective in fulfilling the basic needs of employees.

14. Majority (45%) of the respondents strongly agreed that Proper pay package should be given to employees who do their jobs well.
15. Majority (52%) of the respondents strongly agreed that Remuneration should ensure the welfare of the family.
16. Majority (70%) of the respondents are neutral that Pay package offered should favorably compared with that of other similar organizations.
17. Majority (66%) of the respondents are agreed that Individual incentive schemes have great impact on the performance of employees
18. Majority (49%) of the respondents strongly agreed that Periodical revision of pay scales are necessary to meet increased cost of living.
19. Majority (57%) of the respondents strongly agreed that Canteen facilities & drinking water promote employee welfare.
20. Majority (55%) of the respondents agreed that Games and cultural events at work have an impact on motivation.
21. Majority (100%) of the employees need healthy foods in canteen. Hence this factor has been ranked first by employers to be included in their workplace.
22. It is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Age with respect to the satisfaction level of Physiological Needs of the employees such as Basic Needs, Proper Pay Package, Adequate Remuneration, Pay Package Offered, Individual Incentive Schemes, Periodical Revision, Canteen Facilities and Games & Cultural events in retaining in organization.
23. The model presented indicates that Age, Education and Annual Income are positively related with basic needs satisfaction, whereas Experience is related negatively. The R square 0.896 indicates that 89.6 per cent variation in the Physiological needs satisfaction index of employees is explained by the four explanatory variables tested.

C. SECURITY NEEDS:

24. Majority (43%) are dissatisfied about the job security with regard to changing government policies.
25. Majority (45%) are satisfied about the equipments supplied by company for work

26. Majority (50%) are uncertain about the retirement benefits offered by the company
27. Majority (53%) are satisfied about their company's ability to compete effectively especially in light of liberalization and globalization.
28. Majority (51%) are satisfied about the physical working conditions at present.
29. Majority (49%) are extremely satisfied about the safety measures incorporated in the organization.
30. Majority (94%) of the respondents strongly agreed that Job security is important to employees.
31. Majority (85%) of the respondents strongly agreed that having good equipment to work with is important to employees.
32. Majority (75%) of the respondents agreed that Company's retirement benefits reduces labor turnover.
33. Majority (55%) of the respondents agreed that Jobs are dependent on the company's ability to compete effectively.
34. Majority (60%) of the respondents strongly agreed that Management should give a good deal of attention to the physical working conditions of employees.
35. Majority (53%) of the respondents strongly agreed that adequate safety measures should be provided to employees and medical facility for employees.
36. Majority (60%) of the respondents have high work load.
37. It is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment and Retirement Benefits, Company's ability, working condition and safety measures for retaining employees in the organization.
38. The analysis presented reveals that Annual Income, Experience and education are statistically significant and age appears to be not significant. The R square of 0.707 indicates that 70.7 per cent of the variation in security needs satisfaction is related to the variation in the four explanatory variables tested.

D. LOVING NEEDS:

- 39. Majority (55%) of respondents satisfied with the quality of relationship.
- 40. Majority (48%) are extremely satisfied about the participation of management in social events.
- 41. Majority (50%) of respondents are uncertain about the role of supervisor in matters of employees.
- 42. Majority (51%) of respondents are dissatisfied with the mechanisms for the redresal of employee grievances in your organization.
- 43. Majority (45%) of respondents satisfied regarding the nature of relationship between superior and subordinate.
- 44. Majority (46%) of respondents are uncertain in achieving cooperation from co workers.
- 45. Majority (70%) of the respondents are neutral that Employees have good relationships with other staff members.
- 46. Majority (72%) of the respondents Strongly agreed that Management could show more interest in the employees by sponsoring social events after work hours.
- 47. Majority (74%) of the respondents Strongly agreed that Supervisors ought to work hard to develop a friendly working atmosphere among their people.
- 48. Majority (72%) of the respondents Strongly agreed that Effective mechanism for grievance redressal contributes towards better interpersonal relationships.
- 49. Majority (66%) of the respondents agreed that Well defined superior sub ordinate relationship contributes to positive social environment within organization.
- 50. Majority (70%) of the respondents strongly agreed that Attainment of co operation among coworkers is essential.
- 51. Majority (58%) strongly agreed to have close friendships.
- 52. Majority (68%) fairly interested in helping the coworkers.
- 53. Majority (48%) are very interested in liking and desires.
- 54. Majority (56%) are very interested in after work activities such as playing picnic.
- 55. Majority (58%) are fairly interested in sense of belonging to group.

56. It is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Marital Status with respect to the satisfaction level of Loving Needs of the employees such as Good Relationship, Social Events, Friendly Atmosphere, Grievance Redressal, Supervisor – Subordinate Relationship, Cooperation for retaining employees in the organization.
57. It is found that the variables Age, Education and Annual Income shows a positive relationship and Experience shows a negative relationship with loving needs satisfaction. The value of R square is 0.121 which means that 12.1 percent of variations in the loving needs satisfaction can be accounted by the variations in the four explanatory variables in the model.

E. ESTEEM NEEDS:

58. Majority (47%) are satisfied about the supervisor's recognition to their performance.
59. Majority (50%) are extremely satisfied about the pride of employees work.
60. Majority (53%) are dissatisfied about the degree of access to higher level of management.
61. Majority (56%) are satisfied about the degree of liberty in decision making available in the organization.
62. Majority (65%) are dissatisfied about the opportunities available in company for career development.
63. Majority (35%) are extremely satisfied about the rewards and recognition.
64. Majority (51%) of the respondents are agreed that Organization recognize and acknowledge your work.
65. Majority (52%) of the respondents are agreed that Pride in one's work is an important reward.
66. Majority (53%) of the respondents are agreed that Access to higher level of management is important.
67. Majority (54%) of the respondents are neutral that Self initiative to strict supervision is needed.
68. Majority (55%) of the respondents are dissatisfied that Company has well defined plans for career development of employees.

69. Majority (56%) of the respondents are strongly agreed that Company should have built in mechanism for recognition and reward for better performance.
70. Majority (80%) of respondents feel very important to develop their status.
71. Majority (75%) of respondents feel very important of their position.
72. Majority (77%) of respondents feel very important in recognizing the work with others
73. Majority (85%) of respondents feel very important about the prestige and to regard their position received from others.
74. It is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Annual Income with respect to the satisfaction level of Esteem Needs of the employees such as Supervisor Recognition, Pride, Access to Higher Level, Self Initiative, Career Development, Rewards and Recognition for retaining employees in the organization.
75. It implies that employees having higher educational qualifications and higher salary are having relatively higher levels of esteem needs satisfaction. The R square value shows that 25.8 per cent variations in Esteem need satisfaction is explained by the variation in the four explanatory variables.

F. SELF ACTUALIZATION NEEDS:

76. Majority (44%) of respondents satisfied about their present level of satisfaction in offering best in them.
77. Majority (56%) of respondents are uncertain to take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them.
78. Majority (50%) of respondents are dissatisfied in accomplishing your dreams after employment in company.
79. Majority (53%) of respondents are satisfied with clear perception of reality and brings creative attitude to my work.
80. Majority (40%) of respondents are satisfied in achieving self fulfillment
81. Majority (59%) of the respondents are strongly agreed that Many of you want to give your best in everything you do.

82. Majority (58%) of the respondents are strongly agreed that there should be opportunities for self development.
83. Majority (85%) of the respondents are strongly agreed that Employment should offer chances to accomplish one's dreams.
84. Majority (87%) of the respondents are strongly agreed that Organization should provide opportunities for self fulfillment contributing to self worth.
85. Majority (83%) of the respondents are strongly agreed that Company policies and procedures restricting your ability to work on the job.
86. Majority (86%) of the respondents are strongly agreed that Organization should have a commitment to achieve the potentials of their employees.
87. Majority (60%) are very interested to develop their full potential.
88. Majority (65%) are very interested for personal growth and development.
89. Majority (58%) are very interested to get advance in responsibility by creating opportunities.
90. Majority (72%) are very interested in self fulfillment and realizing the dreams.
91. It is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Education with respect to the satisfaction level of Self Actualization Needs of the employees such as giving the best, Self Development, Accomplishing Dreams, Self Fulfillment, Policies and Procedures, Commitment for retaining employees in the organization.
92. It can be seen from the table that the three variables Age, Education and Annual Income are positively related and Experience shows a negative relation with the self actualization need satisfaction. The value of R square is 0.234 which means that 23.4 per cent of variation in self actualization needs satisfaction is accounted by variation in the explanatory variables.

G. EMPLOYEE RETENTION STRATEGIES:

93. Majority (90%) rated Compensation to "5-Most relevant" as important employee retention strategy.
94. Majority (70%) rated Career Development to "5-Most relevant" as important employee retention strategy.
95. Majority (85%) rated Employee Engagement System to "5-Most relevant" as important employee retention strategy.

96. Majority (95%) rated Performance Appraisal to “ 5-Most relevant” as important employee retention strategy.
97. Majority (82%) rated Training and Development to “ 5-Most relevant” as important employee retention strategy.
98. Majority (87%) rated Job Satisfaction to “ 5-Most relevant” as important employee retention strategy.
99. Majority (65%) rated Motivation to “ 5-Most relevant” as important employee retention strategy.
100. Majority (75%) rated Team Building to “ 5-Most relevant” as important employee retention strategy.
101. It is inferred that the top three main reasons for employees to leave the organization are Unfair Salary(98%), Lack of Career Development Activities (92%) and Lack of Employee engagement (89%).
102. It is inferred that the top three main reasons for employees to leave the organization are Unfair Salary(98%), Lack of Career Development Activities (92%) and Lack of Employee engagement (89%).
103. It is inferred that the top three main factors for employees to stay in the organization are Compensation(99%), Superior – Subordinate Relationship(88%) and Job Flexibility(81%).
104. Majority (88%) stated that employee retention all the times helps in the development of organization.
105. Majority (91%) of the respondents stated that they think all the times that implementation of three R’s (Recognition, Reward, Respect) will increase employee retention.
106. Majority (85%) of the respondents stated with the way the organization managed both its business and people during the pandemic situation.
107. Majority (52%) of the respondents stated that maintaining cash flow through business is the biggest challenge faced by company during the pandemic.
108. Majority (100%) of the respondents stated that the company have employee suggestion scheme and grievance handling system
109. Majority (45%) of the respondents given 10 ratings. Hence they are very likely to stay with the company for another year.
110. Majority (52%) of the respondents given 10 ratings. Hence they are very happy in working with teammates and supervisors.

111. The value of Correlation coefficient (r) is 0.000 .Hence there is high correlation between Employee Retention Strategies available in the company and satisfaction level of employees in the given data.
112. The value of Correlation coefficient (r) is 0.000 .Hence there is high correlation between Employee Retention Strategies and the main reasons for employees to leave the organization.
113. The value of Correlation coefficient (r) is 0.000 .Hence there is high correlation between Employee Retention Strategies and the main reasons for employees to stay in the organization.
114. Since p value (0.000) is lesser than 0.05. We reject the null hypothesis and accept the alternate hypothesis. Hence there is significant difference between Employee retention perception of employees and the implementation of THREE R'S (Reward, Recognition and Respect) which helps in the development of company and also retaining the employees.
115. Since p value (0.709) is greater than 0.05. We accept the null hypothesis and reject the alternate hypothesis. Hence there is no significant difference between the satisfaction level with the way company managed both its business and people during pandemic and the biggest challenge company faced during this pandemic.
116. It is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001,so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.
117. The various strategies that a company needed to include or improve to retain its employees are listed in this chapter.
118. Through Company Profile, I found the Company details, Organization Structure, Overview of various departments such as Production, Human Resource, Marketing, Finance, Inventory etc.,, Product profile.
119. Through Industry Profile, I learned about the Leather Industry, Market Size and Market Growth, types of labor force with examples of industry.
120. I referred various literatures reviews in order to complete my report.

5.2. SUGGESTIONS & RECOMMENDATIONS:

5.2.1. ENHANCING LEATHER FIRMS:

(8'S METHODOLOGY CONCEPT)

1's Sorting:

Eliminate all unnecessary tools, parts, and instructions. Go through all tools, materials, and so forth in the plant and work area. Keep only essential items and eliminate what is not required, prioritizing things as per requirements and keeping them in easily-accessible places. Everything else is stored or discarded.

2's Straightening.

There should be a place for everything and everything should be in its place. The place for each item should be clearly labeled or demarcated. Items should be arranged in a manner that promotes efficient work flow, with equipment used most often being the most easily accessible. Workers should not have to bend repetitively to access materials. Each tool, part, supply, or piece of equipment should be kept close to where it will be used – in other words, straightening the flow path. This phase can also be referred to as Simplifying.

3's Systematic cleaning.

Clean the workspace and all equipment, and keep it clean, tidy and organized. At the end of each shift, clean the work area and be sure everything is restored to its place. This makes it easy to know what goes where and ensures that everything is where it belongs. Spills, leaks, and other messes also then become a visual signal for equipment or process steps that need attention. A key point is that maintaining cleanliness should be part of the daily work – not an occasional activity initiated when things get too messy.

4's Standardizing

Work practices should be consistent and standardized. All work stations for a particular job should be identical. All employees doing the same job should be able to work in any station with the same tools that are in the same location in every station. Everyone should know exactly what his or her responsibilities are for adhering to the first 3 S's.

5's Sustaining.

Maintain and review standards. Once the previous 4 S's have been established, they become the new way to operate. Maintain focus on this new way and do not

allow a gradual decline back to the old ways. While thinking about the new way, also be thinking about yet better ways. When an issue arises such as a suggested improvement, a new way of working, a new tool or a new output requirement, review the first 4 S's and make changes as appropriate.

6's Safety

A sixth phase, "Safety", is sometimes added. There is debate over whether including this sixth "S" promotes safety by stating this value explicitly, or if a comprehensive safety program is undermined when it is relegated to a single item in an efficiency focused business methodology.

7's Security

A seventh phase, "Security", can also be added. In order to leverage security as an investment rather than an expense, the seventh "S" identifies and addresses risks to key business categories including fixed assets (PP&E), material, human capital, brand equity, intellectual property, information technology, assets-in-transit and the extended supply chain.

8's Satisfaction

An eighth phase, "Satisfaction", can be included. Employee Satisfaction and engagement in continuous improvement activities ensures the improvements will be sustained and improved upon. The Eighth waste – Non Utilized Intellect, Talent, and Resources can be the most damaging waste of all. It is important to have continuous education about maintaining standards. When there are changes that affect the 5S program such as new equipment, new products or new work rules, it is essential to make changes in the standards and provide training. Companies embracing 5S often use posters and signs as a way of educating employees and maintaining standards.

5.2.2. SUGGESTION FOR LEATHER FIRM:

- ❖ Creating required infrastructure and long term plans.
- ❖ Innovative product design at competitive rates
- ❖ Government should increase the drawback rate, reduce delay in export incentives.
- ❖ Increase duty free import.
- ❖ Increase of more information technologies.
- ❖ The distribution should be more effective.

- ❖ The leather company also need to work with Computer aided design software to enable their designing processes.
- ❖ A range of application exist which can be effectively be used for quality testing of leather and for capturing other essential characteristics
- ❖ A standard monitoring system allows an organization to: (i) track the security state of an information system on a continuous basis; and (ii) maintain the security authorization for the system.
- ❖ Overcome the disadvantages of economies of scale.
- ❖ Access skilled and educated labour.
- ❖ Have better cost effectiveness due to sharing of common costs.
- ❖ Have quicker dissemination of information leading to better responsiveness to market challenges.
- ❖ Increase competitiveness by sharing best practices in the areas of
- ❖ Organizational capabilities technological innovations, flexible structure and
- ❖ Faster decision making process.
- ❖ Have better negotiating power.

5.2.3. SUGGESTIONS OF RESEARCH:

A. PHYSIOLOGICAL NEEDS:

The basis of the analytical study and findings furnished above, though a plethora of suggestions are possible, the vital ones recognized are listed below:

1. The basic needs should be satisfied by the company for employees and they also must manage to live life happily.
2. There is imperative need to enhance the pay package offered to employees. When people feel valued, they feel better about coming in to work.
3. When they are adequately compensated, employees feel motivated to come to work.
4. While salary is important, other forms of compensation, whether they be benefits or unique perks, can often be even more effective to recruit and retain talent in organization.
5. Steps should be taken to introduce individual incentive schemes for employees.
6. By reviewing the performance of your staff members at periodic intervals, they will gain greater understanding of how their position

contributes to the goals of the company and likely become more invested in the outcome.

7. Employers must provide welfare facilities and a working environment that's healthy and safe for everyone in the workplace, including those with disabilities. You must have: welfare facilities – the right number of toilets and washbasins, drinking water and having somewhere to rest and eat meals.
8. A good team culture promotes cohesiveness among workers, so it's likely to reduce conflicts within the workforce. Enjoying time with colleagues in a relaxed and fun environment encourages honest and open discussion and trust in one another.

B. SECURITY NEEDS

9. In the emerging scenario of new economic policy accompanied by globalization and liberalization, management of leather industry should generate a conducive environment offering job security to employees.
10. With that in mind, all equipment should be safe to use at any time. If not properly maintained, your equipment could break, wires could split and parts could fall off and go missing. The competency of organisation should be enhanced not only for their survival, but also for ensuring security to employees.
11. Steps to be taken for retirement plan, you will have no other option other than to keep working past the “traditional” retirement age, as it is unlikely Social Security will provide you with enough income.
12. Employers must give their employees a place to work and make sure they have access to it. They must give them the tools, equipment and other things they need to do their work. Employers must pay their employees the salary and benefits they agreed to, including vacation, paid holidays and other types of holidays.
13. The company must have a healthy work conditions also protect the well-being of employees, reducing the chances of workplace injuries along with resulting financial liabilities and the need to take time off.
14. To teach employees how to maintain a safe work environment may lead to on-the-job accidents, injuries and, worst of all, fatalities. A safe and healthy workplace not only protects workers from injury and illness, it can also lower

injury/illness costs, reduce absenteeism and turnover, increase productivity and quality, and raise employee morale.

C. LOVING NEEDS:

15. A healthy employee relation reduces the problem of absenteeism at the work place. Employees stop complaining against each other and give their best.
16. Management should take keen interest to hoist social events after work hours for the satisfaction of social needs of employees.
17. To create a Friendly atmosphere, Develop meaningful bonds with your fellow workers. Exchange ideas and personal opinions. Show your empathy and concern for their well being as people, as well as co-workers. Take time to learn about their families and their goals.
18. The grievance redressal mechanism for employees is quite inadequate in Leather company. This may be rectified. There is also a need of conducting an awareness campaign among employees in this regard.
19. Superior - subordinate relationship in leather company has to be improved.
20. To maintain good cooperation, Give your colleague your undivided attention. Never attempt to listen to a coworker while you are preoccupied with other things. It may feel insulting to them, and you will never fully understand what they need from you. Ask to re-schedule the conversation for another time if you are busy.

D. ESTEEM NEEDS

21. Praising employees for their achievements reinforces quality performance benefitting both the staff and the organization.
22. Celebrating Pride in the workplace is a great way to promote awareness and equality within the company as well as increasing understanding of the issues faced.
23. Promoting from within a company helps keep productivity high. New employees appreciate opportunities for advancement and the potential for growth.
24. Organisation should give more room for the role of self-initiative by employees.

25. Organisation should provide means for development of career opportunities of employees along with its growth path.
26. Leather company should take utmost interest to develop in- built mechanism for performance based recognition and reward of employees.

E. SELF ACTUALIZATION NEEDS

27. Creation of healthy relationship between top management and employees for better understanding of employees so as to enable them to fulfil their cherished dreams. Such an interaction with employees is likely to enable management to help exploitation of human potential profitably.
28. With implementation of a “Personal Development Plan” companies can make employees feel like their best interests matter, and the leadership cares about their dreams, goals, health and overall well-being.
29. In the study, it is found that employees appears to offer more satisfaction. Recognizing this aspect, organisations should initiate steps to examine their own potential and to improve it in order to be more appealing.
30. Frame policies and procedures provide a roadmap for day-to-day operations
31. Organizational commitment helps organizations perform better and achieve their goals because their employees feel connected to the organization, are more productive and dedicated to their work.

F. EMPLOYEE RETENTION STRATEGY:

Listed below are the 10 most influencing retention factors and strategies for employees to stay and leave the organization.

1. Career Growth:

Both employees and the employer consider that providing good opportunities for career growth is one the most important factor that helps in retaining the skilled employees of the organization.

2. Work-life Balance:

It was observed that every employee wants a balance between the personal and professional life. With the increase of work load and to uphold the quality of deliverables, employees work hard which creates an imbalance in their personal and professional life.

3. Approachable Supervisor:

Managers of the organizations with a higher rate of retention are found to be more approachable and cooperative. The primary reason for the same is that they empower the employees in different ways. A few being they encourage their team members for the up-skilling and cross-skilling trainings provided by the organization so that the employees develop new skill sets and feel secure about their future. Also they motivate the employees to create a balance between their professional and personal life.

4. Flexible Working Hours:

In IT industry this factor is something that employees want the employers to consider as one of the key components of work-life balance and thus to maintain their productivity. Providing flexibility in working hours leads to high productivity and employee satisfaction.

5. Promotion:

Employees stated that there should be ample opportunities for promotion in the organization in order to keep the employees motivated. Organization should definitely consider this strategy as an important one because employees of all age and experience equally desire to get promoted after reasonable time and efforts in a position. Also from various studies it has been observed and proved that employees deeply desire to get promoted even earlier when they perform exceptionally well.

6. Training & Development :

Training and Development programs always help the employees to gain more knowledge and skills. Employees appreciate when the employer provides regular training and development programs. At the same time these programs help the employers to retain the employees for a longer period of time.

7. Team Work :

Team work is another very important factor for employee retention. In today's work-place none of the employees can work or perform their jobs all alone due to the highly integrated modules between different work items in IT Industry. Hence, it is important to encourage every employee to work in a team. Team work has other benefits for the employees as well. The work load reduces and the employees exchange knowledge when they work in a team.

8. Feedback Loop:

From the output of the various tests it can be inferred that the employees consider following a short feedback loop for the work done. They want to get the feedback frequently i.e. instead of getting the feedback on an annual or half-yearly basis. If the manager provides the feedback for any work done almost instantly, it will be easy and highly motivating for the employees to perform better in the same task or the related tasks which in turn affects their longevity in the organization.

9. Fringe Benefits:

Today only pay or remuneration does not motivate the employees. The dataset of the employees reveals that they want the employer to provide fringe benefits apart from the standard remuneration. It turns out to be a distinguishing element for the organization and becomes a must when it is provided by other organizations in the same industry.

10. New Assignments:

Opportunities to get aligned to new assignments is something that employees of the IT service industry expect from their employers. The observation is that the employees treat this factor to be important as it provided new learnings and opportunities to develop their skills. Every employee wants to get opportunities to work for different projects and assignments as it will help them to gain more knowledge and skills.

5.2.4. RECOMMENDATIONS OF RESEARCH:

1. The Government should continue the projects for Leather company..
2. The management of leather company is recommended they should actively evaluate their cash flow requirements, reduce the unnecessary costs incurred and develop appropriate plans tackling, to avoid potential risks for the employees.
3. The company is recommended to consider the employee retention issue faced by the company and to reduce the stress and the company should advocate the employees to offer stimulus package to address immediate liquidity issues, employee retention, challenges.

4. The researcher is recommending to broadening scope of the study, to cover large coverage to assess the employee retention in other companies.
5. Conduct similar research on specifically how the employee retention strategies can be framed and influence the employees to stay in the concern.
6. Another study could be done on employers side of view. Bearing in mind such failed businesses failed for reasons beyond their control, it would be prudent to identify more accurately, how the failure occurred and what actions can be taken to retain their employees.
7. Employers should conduct Stay Interviews to address the attrition issue.
8. The retention strategies should be assessed and updated annually.
9. Extra Effort like providing e-cards (with points) to the employees or e-buttons to make employees appreciated can prove to be less costly and easy to use.
10. Employer should appreciate and acknowledge employees in order to retain and build loyalty among the employees.
11. Employer should show concern and extend help whenever possible to employees.
12. Promoting Team Work should be encouraged.
13. Organizations should provide work from home facility, more flexible vacation offerings and performance bonus which will lead to employee retention.
14. Providing compressed work schedules or back-up day care can be an excellent factor to retain the employees.
15. Employees wish to have social interaction and a rewarding work environment. They desire to receive respect and recognition from managers, and also a challenging position which allows them to learn and move up.
16. An employer cannot assume that the employees know what they have to do or what the employer is expecting out of them. Orientation programs are mandatory even for the experienced employees. Aspects of history, vision, service, departmental roles, performance expectations etc. should be shared with all the employees and elicited occasionally.
17. Educational programs related to the interdepartmental work should be conducted for the employees.
18. Lack of respect has been identified as one of the critical issue resulting in employee attrition. Mutual respect does not cost anything to the organization or to human beings and developing a culture for the same will help the

organizations retain their employees. Since it is the individual and collective work of employees and smaller team, which bring the overall results for the organization, the employers need to follow the bottom up approach.

19. Employees work harder and get motivated towards their work when their inputs and ideas are considered. In order to contribute to their fullest, the employees need to know what does the team leader needs in the form of deliverables and what is the overall direction of the organization.

5.2.5.RESEARCH CONTRIBUTIONS AND LEARNINGS:

This study provides an in-depth information about the various factors that affect the retention rates in the Leather Company. The study is limited to analyse only on the retention strategies formulated and implemented by the organizations. Today the role of remuneration in retention is debatable and the study also provided evidence that as per the employees of the Leather company. Remuneration does not act as the primary influencing factor. Although the employer does consider it to be important. In fact, the study results point that there is no correlation between the remuneration and the duration of stay with the organization. Remuneration acts as a secondary driver for retention of employees. Employees desire to have internal career development and respect and fair treatment from others. They wish to develop good corporate social networks. Employees with critical skills and in a work position which they enjoy are proved to be more productive and engaged and they stay for a longer period of time with the organization. At the same time organizations should take efforts to communicate with the employees when they cannot fulfill all the demands of the employees. Organizations should take efforts to bring most of the retention strategies into practice and but employees are also expected to understand the limitations of the organization. Both the employer and employee should put themselves in each other's shoes and understand the situation. This would definitely help both the parties in solving most of the problems. Every organization would face serious manpower issues if they do not have good qualified Human Resource team which focuses on the retention strategies apart from their day to day operational works.

I undergo 2 months training under KH Exports India Private Limited, which is a leather export enterprises. In this organization, I studied about the Production departments,(from Raw process to Finished leather Goods). Then I worked in Human Resource, Marketing and maintenance department in which I studied about all organization function and then rest of the days I analyzed the problems of employee retention in the organization.

1. This internship training is a eye opener for me as it provided the first hand experience of how work is done in international trade.
2. It brought confidence in me.
3. It gives new experience related to work in leather export enterprises.
4. It gives me experience how the organization works
5. It gives me experience how to analyze the problems and solutions.
6. I prepared questionnaire and collected datas from the employees. This was helpful to complete my research thesis successfully.
7. Through my thesis, I prepared various articles and publications are in processing to publish UGC,ABDC and SCOPUS journal. It develops my research skills.

5.3. LIMITATIONS OF THE STUDY:

- ❖ It is a sample study with a sample size of 350 employees working in KH Exports India Private Limited is a limitation to the study. The things that are true for the same business may or may not apply to the entire population as it is not a population study.
- ❖ This study uses non – probability convenience sampling technique. The samples includes people who were convenient to the creator of survey.
- ❖ The study is conducted in leather company situated in Nungambakkam only.
- ❖ The study uses a structured questionnaire method which contains pre determined questions and pre determined limited options which does not give the participants the full freedom to record their opinion and are confined to most important questions only.
- ❖ It is an objective study. The study is just experimental and hence it may or may not be practical applicable with all persons and all business.

- ❖ The limitations of the study are bound to the qualitative nature of the study although much effort had been included to reduce the subjectivity of the data.
- ❖ Researcher bias though reduced by bracketing cannot be completely avoided since some bias is not intrinsically knowable to the researcher.
- ❖ Some sample are unknown and sometimes skewed. It is common for researchers, for instance, to spread the word about online surveys through their own networks, such as social medias.
- ❖ Interviews with HR personnel' s was cumbersome, as it was difficult to get appointments and discuss about the retention of employees.
- ❖ The summary message is that the majority of the practices are present theoretically in the majority of organizations, regardless of their employee turnover but they need to be emphasized into action in the order of their importance and effectiveness from employees point of view

5.4.CONCLUSION:

The objectives of an Leather company can be achieved only through the combined efforts of its members. The relation between the organization and its members is governed by what motivates them to retain in organization.

The study of employee retention is concerned basically by relating the Maslow's hierarchy of needs. Employee retention promotes the health and success of your organization. The time, stress, and cost of hiring and training new employees are significant, and turnover can have a negative impact on your business outcomes Employee retention is defined as an organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success.

Most widely accepted summary of human needs was described by Abraham H. Maslow, a distinguished psychologist who propounded the first theory of motivation - the Need Hierarchy Theory. He identified human needs in an ascending order of priority as Physiological Needs, Security Needs, Loving Needs,

Esteem Needs and Self-actualization Needs. Although several researches have been made among different motivation theories, much attempt has not been made with regard to the applicability of need satisfaction factors as laid by Maslow to the employees belonging to leather company in general. Hence an earnest attempt is made in this study to know the applicability of need satisfaction factors among employees of leather company namely KH Exports India Private Limited undertaking in Nungambakkam based on Maslow's motivational theory.

As a result, most of the employees are extremely satisfied to retain in leather company and suggested various improvements to be made through my research. Thus, the study on the employee retention relating to Maslow's Hierarchy needs theory offers a useful roadmap for the challenges of employee retention.

This research has phenomenology as a remarkable way of understanding employee perception of a company from their own point of view. This phenomenological study exposed six themes of the Employee Needs.

PHYSIOLOGICAL NEEDS - MAKE IT FAIR

The first theme revealed the plight of physiological needs of employees to "MAKE IT FAIR" to all employees. Disburse competitive financial compensation to satisfy the physiological part of employees' needs in the workplace. Physiological needs include things such as food, water, shelter and clothing, all of which can be satisfied with a reliable income. Employers offering higher compensation for the same job titles can attract more qualified job applicants, as they expect this first layer of needs to be satisfied more fully. Small businesses can compete with higher-paying corporate competitors by doing a better job satisfying needs at higher levels. This includes having a place to work, regular monthly salary, comfortable working environment and essential facilities (such as a tea/coffee making facilities)

SECURITY NEEDS - MAKE IT SAFE

The second theme covered the Security needs to "MAKE IT SAFE" for employees in the company. Provide comprehensive benefits packages to your employees to satisfy their safety needs. Let your words and actions ensure employees that they

have job security, as well, to reinforce safety needs. Safety needs include physical health, job security and protection for private property. These needs include having formal contracts of employment as well as benefits such as a pension scheme and sick pay. There should also be an emphasis on health and safety in the working environment. Employee benefits satisfy physical safety needs with medical insurance and financial safety needs with retirement accounts. Employees who are confident they will not be laid off or fired in the near future can feel more at ease and satisfied at work. Prioritizing health and wellness is very important in an employer.

LOVING NEEDS - MAKE IT CULTURE

The third and most important theme revealed quite clearly depict the loving needs of employees to “MAKE IT CULTURE” in company. Create a welcoming company culture based on mutual respect to satisfy employees' needs for belonging. Belonging needs include needs for friendship, social integration, family and romantic relationships. Giving employees the freedom to socialize can be a double-edged sword; while some employees may become loyal due to their workplace relationships, others may become dissatisfied if they do not fit in to social circles. Allow employees to naturally form relationships at work but provide guidance by implementing workplace discrimination policies and leading by example when it comes to avoiding workplace politics. Managing an employee's social needs can usually be done through promoting group working across teams, departments and different levels, as well as encouraging team building through social activities. But, with many of us working from home this can be tricky. Make use of communication tools like Microsoft Teams, Skype or Zoom so employees can socialise and collaborate with each other and make sure management are having regular meetings and catch-ups with their team. Don't forget to take some time out to have fun as a team too, from the classic online quiz to a bake-along, there are many options out there for a virtual get together!

ESTEEM NEEDS - MAKE IT PERSONAL

The forth theme revealed the esteem needs of employees to “MAKE IT PERSONAL” to all employees. Reward high performers publicly and provide employees with personally rewarding challenges to satisfy their esteem needs.

Esteem needs include respect from others, a sense of achievement and confidence in one's abilities. Set the tone in your organization by speaking personally with as many of your employees as possible. Encourage employees and recognize rising stars in your company for their outstanding achievements. Make sure everyone has a chance to earn rewards and receive encouragement to maintain a sense of fairness among employees. At the self-esteem level respect for others and praise is important. A 360-degree feedback and appraisal system can help, you can reward employees' contributions and a peer to peer or social recognition programme will celebrate employees' achievements and confer prestige and respect.

SELF ACTUALIZATION NEEDS - MAKE IT DEVELOP

The last and vital theme revealed quite clearly depict the Self-actualization needs of employees to "MAKE IT DEVELOP" to provide growth for employees in the company. Self-actualization needs of employees often get overlooked in an organization. Institute comprehensive employee development programs and provide ample opportunity for career growth in your company to satisfy employees' self-actualization needs. Self actualization is the highest order of needs in Maslow's hierarchy. Self actualization has to do with discovering one's identity, which includes developing a career that fully leverages one's strengths and experience while providing a sense of accomplishment and inner fulfillment. Provide employees with opportunities to use their skills to help people in need. For-profit businesses can satisfy this need as well, however, by placing top performers in positions of leadership, responsibility and accountability. At the highest level personal development plans, training, secondments, mentoring, and the opportunity for promotion enable staff to be the very best they can be. By implementing regular talent planning meetings among managers and HR, having career discussions with employees and offering options such as fast-track management programmes your organisation can fulfil employees' self-actualisation needs while ensuring they have the expertise to fill future vacancies.

Through this research, Employee Retention in Leather Company is identified to deal with the challenges of employees. Hence, I conclude by applying these Maslow's Hierarchy Needs theory employees will be retained in this leather company.

5.5.SCOPE FOR FUTURE RESEARCH:

- The scope for future research can be the study conducted in different geographic regions like different countries, states, different industries with more variations in the socio-economic profiles in Leather companies and other industries.
- Future research can take place so as to enrich the research work as over a period of time, factors like employees awareness and information about the strategies may change.
- Researchers will be encouraged to create and develop new constructs related to the retention of employees in the Leather Industry.
- In the modern era, male domination in the working environment is slowly and gradually dissipating. Females are getting educated and competing with men in almost all walks of life. In such a scenario, it may be enlightening to study the relevance of Maslow's theory as applied to retaining aspect of female employees in organizations.
- A study can be conducted in sectors like banking, insurance, health, education etc, which may prove to be highly relevant, in the years to come. The scope of the study can be fixer widened, by assuming a macro outlook, encompassing the national economy as a whole.
- Research could be undertaken in following themes/areas,
 1. Basic Needs of Employees to retain in Business.
 2. The importance of Security Needs towards leather industry employees.
 3. Loving Needs : Importance of Social Networks.
 4. Study on the Esteem Needs of Employees.
 5. Analysis of the Self Actualization Needs of Employees.
 6. A Study on Employee Retention Strategies and Factors with Special Reference to Leather Industry in Chennai.
 7. A Study of Renovating the Pyramid of Needs and relating to Employee Retention towards Leather Industry.

REFERENCES AND BIBLIOGRAPHY:

List of Research Journals:

- ❖ Adhikari, A. (2009). Factors Affecting Employee Attrition: A Multiple Regression Approach. *The Icfai Journal of Management Research*, Vol. VIII, No. 5.
- ❖ Aguenza, B.B. and Som, A.P.M. (2012). Motivational Factors of Employee Retention and Engagement in Organizations. *International Journal of Advances in Management and Economics*, Vol.1, Issue 6, pp.88-95.
- ❖ Arthur, W., Bell, S., Donerspike, D. and Villado, A. (2006). The use of Person-Organization fit in employment decision making; An assessment of its criterion related validity. *Journal of Applied Psychology*, Vol. 91, pp. 786-801.
- ❖ Amaram, D.I. (2005). Issues in Recruitment and Retention for the IT Workforce. *The Journal of American Academy of Business*, Number 2, pp. 49-54.
- ❖ Boswell, W.R., Boudrea, J.W. and Tichy, J. (2005). The relationship between employee job change and employee satisfaction: The honey moon-hangover effect. *Journal of Applied Psychology*, Vol. 47, pp. 275-301.
- ❖ Beulen, E. (2009). The contribution of a global service provider's Human Resources Information System (HRIS) to staff retention in emerging markets. Comparing issues and implications in six developing countries. *Information Technology & People*, Vol. 22, Iss. 3, pp. 270 - 288.
- ❖ Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee Relations*, Vol. 29, Iss. 6, pp. 640 - 663.
- ❖ Bisht, N.S. and Singh, L.K. (2012). Understanding Antecedents to Attrition for Employees with Varying Levels of Experience in Indian Software Industry Professionals. *Global Business and Management Research: An International Journal*, Vol. 4, No. 1, pp. 99-111.

- ❖ Deb, S. (2014). Information Technology, Its Impact on Society and Its Future. *Advances in Computing, Scientific & Academic Publishing*, Vol. 4(1), pp. 25-29.
- ❖ Doh, J.P., Smith, R.R., Stumpf, S.A. and Tymon, W.G.J. (2011). Pride and professionals: retaining talent in emerging economies. *Journal of Business Strategy*, Vol. 32, Iss. 5, pp. 35 - 42.
- ❖ Eskildsen, J.K. and Nussler, M.L. (2000). The managerial drivers of employee satisfaction and loyalty. *Total Quality Management*, Vol. 11, No.4 and 5.
- ❖ Goud, P.V. (2014). Employee Retention for Sustainable Development. *International Journal of Innovative Technology & Adaptive Management (IJITAM)*, ISSN: 2347-3622, Volume-1, Issue-5.
- ❖ Huang, I.C., Chuang, Lin, H.C., and Chuang, C.H., (2006). Constructing factors related to worker retention. *International Journal of Manpower*, Vol. 27, Iss. 5, pp. 491 - 508.
- ❖ Imtiaz, A., Ineen, S., Paul, S.K. and Azeem, A. (2013). Employee performance evaluation: a fuzzy approach. *International Journal of Productivity and Performance Management*, Vol. 62, Iss. 7, pp. 718-734.
- ❖ Ivan, T.R., Birch, A.J. and Cooper, C.L. (2012). Job and work attitudes, engagement and employee performance:Where does psychological well-being fit in?. *Leadership & Organization Development Journal*,Vol .33, Iss. 3, pp.224-232.
- ❖ Jins, J.P. and Radhakrishnan, R. (2012). Employee Attrition: Marketing of Financial Products. *SCMS Journal of Indian Management*, October - December, 2012.
- ❖ Jain, S. and Gautam, A. (2016). Comparison of performance management systems in public and private sector: a study of manufacturing organizations. *International Journal of Management, IT and Engineering*, Vol. 6, No. 5, pp. 111-128.
- ❖ Kumar, J.V. (2012). HRM Practice On The Retention Of Employees Of Information Technology Sector. *International Journal Of Scientific Research*, Vol. 1, Iss. 4.

- ❖ Lumley, E.J., Coetzee, M., Tladinyane, R. and Ferreira, N. (2011). Exploring the employee satisfaction and organizational commitment of employees in the information technology environment. *Southern African Business Review*, Vol. 15, No. 1.
- ❖ Mathur, A. and Agarwal, P. K. (2013). A Study on Impact of Employee Retention in Private Sector Sugar Mill. *International Journal of Emerging Research in Management & Technology*, ISSN: 2278- 9359.
- ❖ Natalie, G., Eva, K., Filip, D. and Herman, B. (2011). Influence of learning and working climate on the retention of talented employees. *Journal of Workplace Learning*, Vol. 23, Iss. 1, pp. 35-55.
- ❖ O' Malley and Michael, N. (2000). *Creating Commitment-How to attract and retain talented employees by building relationships that last*. John Wiley and Sons, Inc. New York. 100.
- ❖ Palan, R. (2007). Does Employee Training Lead to Attrition? *Informational Society for Performance Improvement, Performance Improvement*, Vol. 46, No. 4.
- ❖ Ramlall, S. (2003). Managing Employee Retention as a Strategy for Increasing Organizational Competitiveness. *Applied H.R.M. Research*, Vol. 8, No. 2, pp. 63-72.
- ❖ Sengupta, S. and Gupta, A. (2012). Exploring the dimensions of attrition in Indian BPOs. *The International Journal of Human Resource Management*, Vol. 23, No. 6, pp. 1259-1288.
- ❖ Sinha, R. and Sinha, C. (2012). Factors Affecting Employee Retention: A Comparative Analysis of two Organizations from Heavy Engineering Industry. *European Journal of Business and Management*, ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online), Vol. 4, No.3.
- ❖ Shetty, A.S. (2012). From Trailblazing to Trailing: The Imperative of Reshaping Business Strategy for Infosys. *The IUP Journal of Business Strategy*, Vol. IX, No. 4.
- ❖ Tymon, W.G.J., Stumpf, S.A. and Smith, R.R. (2011). Manager support predicts turnover of professionals in India. *Career Development International*, Vol. 16, Iss. 3, pp. 293 - 312.

- ❖ Vignesh, A.P. and Babu, M.S. (2014). Stay Interviews: A Missing Facet of Employee Retention Strategy. Paripex - Indian Journal of Research, Vol. 3, Iss.1.
- ❖ William, B. and Werther, J. (1996). Human Resource and Personnel Management, 5th Edition, McGraw-Hill, New York.
- ❖ Zachariah, M. and Roopa T.N. (2012). A Study On Employee Retention Factors Influencing It Professionals Of Indian IT Companies And Multinational Companies In India. Interdisciplinary Journal Of Contemporary Research In Business, Vol. 4, No 7.

List of Internet Websites:

- ❖ www.google.co.in
- ❖ <https://indianexpress.com>
- ❖ <https://timesofindia.indiatimes.com/blogs/>
- ❖ <https://economictimes.indiatimes.com/>
- ❖ <https://www.livemint.com/companies/news/>
- ❖ <https://www.business-standard.com/article/current-affairs/>
- ❖ www.wiley.com
- ❖ www.ollie.dcccd.edu
- ❖ www.ey.com
- ❖ <http://www.scribd.com/doc/18051091/Project-Report>
- ❖ www.emeraldinsight.com
- ❖ www.bizjournals.com
- ❖ www.r aspect.com
- ❖ www.xnet.rrc.mb.ca
- ❖ http://articles.economictimes.indiatimes.com/2015-02-08/news/58928662_1_attrition-level-sectorspsu-jobs
- ❖ http://articles.economictimes.indiatimes.com/2013-06-07/news/39815456_1_three-employees-indianemployees-attrition
- ❖ http://brannickhrconnections.com/articles/HRArticlesPDF_1210/SevenStrategiesforRetainingTopTalent_1210.pdf
- ❖ <http://www.indiainbusiness.nic.in/industryinfrastructure/infrastructure/power.html>

List of Books:

- ❖ Campbel, J. P., Dunnette, M.D Lawler, E. E. and Weick, K.E: Managerial Behaviour, Performance and ., Effectiveness, New York : McGraw Hill Book Co., 1970.
- ❖ Atkinson. J. W. An Introduction to motivation, Princeton : Van Nostrand Reinhold., 1964. & : Motives in Fantasy, Action and Society, Princeton : Van Nostrand., 1958.
- ❖ Schaefer Davidson Susan: The Motivation Process, Winthrop Management Series, Winthrop publishers, Inc, 1977
- ❖ Maslow Abraham H : Motivation and Personality, Harper and Row, New York, 1954
- ❖ MC Gregor Douglas : The Human Side of Enterprise, MC. Graw Hill, New York, 1960.
- ❖ Luthans Fred : Organizational Behaviour, MC Graw Hill International Editions, V Edition.
- ❖ Hicks G Herbert and Gullett, Ray C : The Management of Organizations,. MC Graw Hill series in Management, III Edition, 1976.
- ❖ Davis Keith and New Strom : Human Behaviour at work : Organizational Behaviour,Mc Graw Hill International editions, IV Edition.
- ❖ Argyris Cris: Personality and organization, Harper and Row, New York, 1957.
- ❖ Herbert T Theodor : Dimensions of Organizational Behaviour, Mac Millan Publishing Co., Inc. 1981.
- ❖ Blum, N. L. and Naylor J.C. : Industrial Psychology - Its Theoretical and Social Foundations, Weatherhill :Tokyo., 1968
- ❖ Staw, B.M. and Salancik, G.R. ed New Directions in Organisational Behaviour, Chicago:St. Clair.Press., 1977
- ❖ Vernon, M.D. Human Motivation, Cambridge University Press., 1969.
- ❖ Whyte, W.F. Money and Motivation: an analysis of incentives in industry, New work: Harper.,1955.
- ❖ Zadeek, S. and Blood, M. Foundations of Behavioral Science Research Organizations, Wards worth Publishing Co.,1974.

Thesis and Dissertation:

- ❖ https://www.researchgate.net/publication/352553718_ANALYZING_THE_EFFECTIVENESS_ON_EMPLOYEES_RETENTION_IN_LEATHER_INDUSTRIES_AT_CHENNAI_TAMIL_NADU_INDIA
- ❖ Balaji, C. : Organizational Commitment and Human Resource Management : A Study of managers in cooperatives, Fellow Programme in Management Dissertation, Ahmedabad: Indian Institute of Management. (1984)
- ❖ <https://www.academia.edu/31927586>
- ❖ <https://etd.uum.edu.my/3164/2/1>
- ❖ https://mpra.ub.uni-muenchen.de/70218/1/MPRA_paper_70218.pdf
- ❖ <https://shodhganga.inflibnet.ac.in/handle/10603/215561>
- ❖ <https://shodhganga.inflibnet.ac.in/handle/10603/127355>
- ❖ <https://shodhganga.inflibnet.ac.in/handle/10603/208503>

Reports:

- ❖ <http://www.ibef.org/industry/information-technology-india.aspx>
- ❖ <https://canadacollege.edu/dreamers/docs/Maslows-Hierarchy-of-Needs.pdf>
- ❖ <https://www.oregonlive.com/pacific-northwest-news/2021/11/maslow-project-offers-a-lifeline-to-homeless-youth-and-their-families-season-of-sharing-2021.html>
- ❖ <https://static1.squarespace.com/static/5f4352c5447ae22510681b79/t/61aad5723065ef4936d6ac7c/1638585719256/2019+Maslow+Project+Annual+Report.pdf>
- ❖ <http://www.indiainbusiness.nic.in/industry-infrastructure/industrial-sectors/oil-gas.htm>
- ❖ www.questia.com/library/economics-and-business/human-resource-management.jsp
- ❖ <http://humanresources.about.com/od/hrbooks.htm>
- ❖ icb.cau.edu.cn
- ❖ www.hrmguide.net
- ❖ www.zeromillion.com/business/personnel
- ❖ http://indiana.edu/~educy520/sec5982/week_2/mugo02sampling.pdf
- ❖ https://www.ssc.wisc.edu/~jraymo/links/soc357/class8_F09.pdf

My Publications:

- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on the Business Solutions towards Covid 19 Disruption", International Journal of Education – Rabindra Bharathi University, ISSN No.0972-7175 (International Conference on Innovative Business Practices in the Digital Era – Anna Adarsh College for Women")
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on the Covid 19 Challenges faced by MSME Business in 3 zones of Chennai", World Journal of Management and Education (W22M10-85267903). - ABDC
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on Women Empowerment through Self help group members with special reference to Sholinganallur zone in Chennai", A Book chapter 18 on Women Empowerment, pg.179-192.
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on the Entrepreneurship Development in India : Opportunities and Challenges", A Book Chapter 21 on "Entrepreneurship Development"
- ✓ Dr.M.Lavanya, Ms.S.Gracy, (2022), "A Study of Renovating the pyramid of Needs and relating to Employee Retention towards Leather Industry", International Journal of Tianjin University Science and Technology" ISSN No.0493-2137
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on the Employee Retention Strategies and factors with special reference to Leather Industry in Chennai", International Conference on Digital Era Canvas Innovation & Challenges in Business – SA College of Arts and Science.
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on the Physiological Needs of Employees with special reference to Leather Industry in Chennai", Elsevier.
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on Employees' Safety and Health Hazards' Measures of Leather Goods Manufacturing Company"
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A study of employees' loving needs, with a focus on the leather industry in Chennai",
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study of boosting employees with Self-Esteem Needs at Leather Industry in Chennai",
- ✓ Ms.S.Gracy, Dr.M.Lavanya (2022), "A Study on the impact of Self Actualization Needs towards Employee Retention at Leather Industry in Chennai".

ANNEXURE

I

QUESTIONNAIRE

ANNEXURE - I

A STUDY OF RELATING MASLOW'S HIERARCHY NEEDS THEORY WITH EMPLOYEE RETENTION TOWARDS LEATHER INDUSTRY WITH SPECIAL REFERENCE TO KH EXPORTS INDIA PRIVATE LIMITED, CHENNAI (NUNGAMBAKKAM)

Retention of employees is important in leather industries. It helps to protect the most valuable assets "YOUR PEOPLE". The purpose of this research is to find the retention strategy relating to maslow's hierarchy of needs of employees working in leather company. I hope that through research and accurate information it is better to advocate for business. This survey is done by **Ms.S.GRACY.B.Com., (40410212)** currently pursuing **MASTER OF BUSINESS ADMINISTRATION** in **SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY** under the guidance **Dr.M.LAVANYA**. Kindly spend some time to complete this questionnaire, which would help me a lot in completing my research work. This survey is confidential and collected for **the purpose of my MBA FINAL PROJECT**. Your kind and active co-operation will be highly appreciated.

A. SOCIO DEMOGRAPHIC DETAILS

1. KINDLY PROVIDE THE FOLLOWING DETAILS:

PLEASE TICK SINGLE OPTION FOR EACH ROW (SOCIO DEMOGRAPHICS)

NAME(OPTIONAL) : _____

COMPANY NAME: _____

GENDER		MALE		FEMALE
--------	--	------	--	--------

MARITAL STATUS		MARRIED		UNMARRIED
----------------	--	---------	--	-----------

AGE		18 TO 25 YEARS		26 TO 35 YEARS		36 TO 50 YEARS		MORE THAN 50 YEARS
-----	--	----------------	--	----------------	--	----------------	--	--------------------

EDUCATIONAL QUALIFICATION		10 th /12 th Std		DIPLOMA		GRADUATE		POST GRADUATE
---------------------------	--	--	--	---------	--	----------	--	---------------

DESIGNATION		MANAGER		DEPARTMENTAL HEAD		SUPERVISOR		EMPLOYEE
-------------	--	---------	--	-------------------	--	------------	--	----------

ANNUAL INCOME		UPTO 25,000		25,000 – 50,000		50,000 – 1 LAKH		MORE THAN 1 LAKH
---------------	--	-------------	--	-----------------	--	-----------------	--	------------------

LENGTH OF SERVICE		LESS THAN A YEAR		2 TO 5 YRS		6 TO 10 YRS		MORE THAN 10 YRS
-------------------	--	------------------	--	------------	--	-------------	--	------------------

B. PHYSIOLOGICAL NEEDS

2. Indicate your Level of satisfaction in " PHYSIOLOGICAL NEEDS" that makes you retain in company?

Please circle desired number for each row with the help of the 5-point scale provided.

PHYSIOLOGICAL NEEDS	EXTREMELY SATISFIED	SATISFIED	UNCERTAIN	DISSATISFIED	EXTREMELY DISSATISFIED
I am getting sufficient salary package for my job	5	4	3	2	1
The remuneration that I earn is adequate to provide better living conditions to your family	5	4	3	2	1
The benefits and amenities offered by the organization competitive	5	4	3	2	1
I am satisfied with the incentive schemes offered	5	4	3	2	1

I respect to the pay revisions adopted by my company	5	4	3	2	1
Canteen facilities offered by company	5	4	3	2	1

3. Indicate the extent to which you disagree/ agree with the following statements related to your “PHYSIOLOGICAL NEEDS”.

Please circle desired number for each row with the help of the 5-point scale provided.

PHYSIOLOGICAL NEEDS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Organization is effective in fulfilling basic needs of employees like food, shelter.	5	4	3	2	1
Proper pay package should be given to employees who do their jobs well	5	4	3	2	1
Remuneration should ensure welfare of the family	5	4	3	2	1
Pay package offered should favourably compared with that of other similar organizations	5	4	3	2	1
Individual incentive schemes have great impact on the performance of employees	5	4	3	2	1
Periodical revision of pay scales are necessary to meet increased cost of living	5	4	3	2	1
Canteen facilities & drinking water promote employee welfare	5	4	3	2	1
Games and cultural events at work have an impact on motivation	5	4	3	2	1

4. Which of the following would you most likely to be included in your workplace?

(Note that it will not be possible to implement all chosen activities but your response will help identify areas of interest)

- ☐ Vehicle to work activities ☐ Easily accessible stairs ☐ Exercise session
☐ Healthy foods in canteen ☐ Lunch break room
☐ Life skill activities ☐ Saloon & Spa

C. SECURITY NEEDS

5. Indicate the extent to which you disagree/ agree with the following statements related to your “SECURITY NEEDS”.

Please circle desired number for each row with the help of the 5-point scale provided.

SECURITY NEEDS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Job security is important to employees	5	4	3	2	1
Having good equipment to work with is important to employees	5	4	3	2	1
Company's retirement benefits reduces labour turnover	5	4	3	2	1
Jobs are dependent on the company's ability to compete effectively	5	4	3	2	1
Management should give a good deal of attention to the physical working conditions of employees	5	4	3	2	1
Adequate safety measures should be provided to employees and medical facility for employees.	5	4	3	2	1

6. What is your opinion regarding the workload?

- ☐ Very high
- ☐ High
- ☐ Average
- ☐ Low

7. Indicate your Level of satisfaction in “ SECURITY NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

SECURITY NEEDS	EXTREMELY SATISFIED	SATISFIED	UNCERTAIN	DISSATISFIED	EXTREMELY DISSATISFIED
Your level of satisfaction with regard to job security especially in changing govt policies	5	4	3	2	1
What is your satisfaction level in equipments supplied by company for work?	5	4	3	2	1
What is your perception level regarding the retirement benefits offered by your company?	5	4	3	2	1
What is your opinion about your company's ability to compete effectively especially in light of liberalization and globalization?	5	4	3	2	1
What is your present level of satisfaction in physical working conditions?	5	4	3	2	1
Your opinion about the safety measures incorporated in the organization	5	4	3	2	1

D. LOVING/ SOCIAL NEEDS

8. Indicate the extent to which you disagree/ agree with the following statements related to your “LOVING NEEDS”.

Please circle desired number for each row with the help of the 5-point scale provided.

LOVING NEEDS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Employees have good relationships with other staff members	5	4	3	2	1
Management could show more interest in the employees by sponsoring social events after work hours	5	4	3	2	1
Supervisors ought to work hard to develop a friendly working atmosphere among their people	5	4	3	2	1
Effective mechanism for grievance redressal contributes towards better interpersonal relationships	5	4	3	2	1
Well defined superior sub ordinate relationship contributes to positive social environment within organization	5	4	3	2	1
Attainment of co operation among coworkers is essential	5	4	3	2	1

9. Indicate your Level of satisfaction in “ LOVING NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

LOVING NEEDS	EXTREMELY SATISFIED	SATISFIED	UNCERTAIN	DISSATISFIED	EXTREMELY DISSATISFIED
Satisfaction level with the quality of relationships	5	4	3	2	1
Indicate your perception of the participation of your management in social events	5	4	3	2	1
What is your perception about the role of your supervisor in the matter?	5	4	3	2	1
How would you rate the mechanisms for the redressal of employee grievances in your organization?	5	4	3	2	1
What is your perception regarding the nature of relationship between superior and subordinate?	5	4	3	2	1
Indicate your satisfaction level in achieving cooperation from co workers	5	4	3	2	1

10. Indicate your Level of Interest that satisfies your Social Needs to retain in your company
(1.Very interested 2.Fairly interested 3.Not very interested 4.Not at all interested 5.Not sure):

SOCIAL NEEDS	VERY INTERESTED	FAIRLY INTERESTED	NOT VERY INTERESTED	NOT AT ALL INTERESTED	NOT SURE
CLOSE FRIENDSHIP	1	2	3	4	5
HELPING THE COWORKERS	1	2	3	4	5
LIKING AND DESIRES	1	2	3	4	5
AFTER WORK ACTIVITIES (PLAYING,PICNICS)	1	2	3	4	5
SENSE OF BELONGING TO GROUP	1	2	3	4	5

E.ESTEEM NEEDS

11. Indicate the extent to which you disagree/ agree with the following statements related to your “ESTEEM NEEDS”.

Please circle desired number for each row with the help of the 5-point scale provided.

ESTEEM NEEDS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Organization recognize and acknowledge your work	5	4	3	2	1
Pride in one's work is an important reward	5	4	3	2	1
Access to higher level of management is important	5	4	3	2	1
Self initiative to strict supervision is needed	5	4	3	2	1
Company has well defined plans for career development of employees	5	4	3	2	1
Company should have built in mechanism for recognition and reward for better performance	5	4	3	2	1

12. Indicate your Level of satisfaction in “ESTEEM NEEDS” that makes you retain in company? Please circle desired number for each row with the help of the 5-point scale provided.

ESTEEM NEEDS	EXTREMELY SATISFIED	SATISFIED	UNCERTAIN	DISSATISFIED	EXTREMELY DISSATISFIED
How do you feel about your supervisor's recognition of your performance?	5	4	3	2	1
State your satisfaction level in pride of one's work	5	4	3	2	1
Indicate the degree of access to higher level of management	5	4	3	2	1
What is the degree of liberty in decision making available to you in organization	5	4	3	2	1
Express your view with regard to opportunities available for career development	5	4	3	2	1
Express your view with regard to rewards and recognition	5	4	3	2	1

13. Indicate your Level of Importance that satisfies your Esteem Needs to retain in your company
(1. Very important 2. Fairly important 3. Not very important 4. Not at all important 5. Not sure):

ESTEEM NEEDS	VERY IMPORTANT	FAIRLY IMPORTANT	NOT VERY IMPORTANT	NOT AT ALL IMPORTANT	NOT SURE
DEVELOPING MY STATUS	1	2	3	4	5
IMPORTANCE OF MY POSITION	1	2	3	4	5
RECOGNIZING MY WORK WITH REWARDS	1	2	3	4	5
PRESITIGE AND REGARD MY POSITION RECEIVES FROM OTHERS	1	2	3	4	5

F. SELF ACTUALIZATION NEEDS

14. Indicate the extent to which you disagree/ agree with the following statements related to your “SELF ACTUALIZATION NEEDS”.

Please circle desired number for each row with the help of the 5-point scale provided.

SELF ACTUALIZATION NEEDS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
Many of you want to give your best in everything you do	5	4	3	2	1
There should be opportunities for self development	5	4	3	2	1
Employment should offer chances to accomplish one's dreams	5	4	3	2	1
Organization should provide opportunities for self fulfillment contributing to self worth	5	4	3	2	1
Company policies and procedures restricting your ability to work on the job	5	4	3	2	1
Organization should have a commitment to achieve the potentials of their employees	5	4	3	2	1

15. Indicate your Level of satisfaction in “ SELF ACTUALIZATION NEEDS” that makes you retain in company?
Please circle desired number for each row with the help of the 5-point scale provided.

SELF ACTUALIZATION NEEDS	EXTREMELY SATISFIED	SATISFIED	UNCERTAIN	DISSATISFIED	EXTREMELY DISSATISFIED
What is the present level of satisfaction in offering best in you?	5	4	3	2	1
To take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them	5	4	3	2	1
How to feel in accomplishing your dreams after employment in company	5	4	3	2	1
I satisfied with clear perception of reality and brings creative attitude to my work	5	4	3	2	1
As a employee what is your level of satisfaction in achieving self fulfillment?	5	4	3	2	1

16. Indicate your Level of Interest in achieving self actualization needs to retain in your company
(1.Very interested 2.Fairly interested 3.Not very interested 4.Not at all interested 5.Not sure):

SELF ACTUALIZATION NEEDS	VERY INTERESTED	FAIRLY INTERESTED	NOT VERY INTERESTED	NOT AT ALL INTERESTED	NOT SURE
DEVELOP MY FULL POTENTIAL	1	2	3	4	5
PERSONAL GROWTH & DEVELOPMENT	1	2	3	4	5
ADVANCE IN RESPONSIBILITY BY CREATING OPPORTUNITIES	1	2	3	4	5
SELF FULFILLMENT & REALIZING MY DREAMS	1	2	3	4	5

G. EMPLOYEE RETENTION (OVERALL RATINGS)

17. Please rate the employee retention strategies how important each strategy is to you whether it's available or not, on a scale from 1 to 5, 1=LEAST RELEVANT and 5= MOST RELEVANT

- ☐ Compensation 1 ----- 5
- ☐ Employee engagement system 1 ----- 5
- ☐ Career development 1 ----- 5
- ☐ Performance appraisal 1 ----- 5
- ☐ Training and development 1 ----- 5
- ☐ Job satisfaction 1 ----- 5
- ☐ Motivation 1 ----- 5
- ☐ Team building 1 ----- 5

18. What are the main reasons for performing employees to leave the organization? (any 3)

- ☐ Unfair salary
- ☐ Lack of career development activities
- ☐ Poor appraisal systems
- ☐ Lack of employee engagement
- ☐ Insufficient training and development
- ☐ Job dissatisfaction with schedule
- ☐ Job is too stressful

- ☐ Lack of motivation
- ☐ Low morale
- ☐ Lack of team work
- ☐ Lack of opportunities for professional growth or advancement
- ☐ Less salary and benefits

19. What are the main factors that will make you to stay (continue) at your organization?(any 3)

- ☐ Skill Recognition
- ☐ Learning and Working Climate
- ☐ Job Flexibility
- ☐ Superior-Subordinate Relationship
- ☐ Employee Motivation
- ☐ Job Characteristics
- ☐ Work Life Balance
- ☐ Compensation
- ☐ Job Commitment
- ☐ Training and Career Development

20. Do you think that employee retention helps in the development of organization?

- ☐ Never ☐ Sometimes ☐ Most of the times ☐ All the times

21. Do you think that implementation of three R's(Recognition, Reward, Respect) will increase employee retention?

- ☐ Never ☐ Sometimes ☐ Most of the times ☐ All the times

22. Are you satisfied with the way your organization has managed both its business and people during the pandemic situation?

- ☐ Excellent ☐ Good ☐ Average ☐ Poor

23. What is the biggest challenge that your company faced in pandemic?

- | | |
|---|--|
| ☐ Recovering lost sales | ☐ Maintaining cash flow through business |
| ☐ Changes in consumer spending and habits | ☐ Ensuring health and safety in work place |
| ☐ Production of new products | ☐ Increased cost of materials and shipping |
| ☐ Limited labor Force | ☐ Financial issues(no salary, no bonus) |

24. Does your company have Employee Suggestion Scheme and grievance handling system ?

- ☐ YES ☐ NO

25. From 1 to 10,how likely are you to stay with your company for another year?

LESS LIKELY 1 --- 2 --- 3 --- 4 --- 5 --- 6 --- 7 --- 8 --- 9 --- 10 MORE LIKELY

26. From 1 to 10,how happy are you about your teammates and supervisors?

LESS HAPPY 1 --- 2 --- 3 --- 4 --- 5 --- 6 --- 7 --- 8 --- 9 --- 10 MORE HAPPY

27. Please specify one strategy that the company should include or improve to retain its employees for a long period of time? _____

***** **THANK YOU FOR SPENDING YOUR VALUABLE TIME** *****

ANNEXURE

II

**RESEARCH
ARTICLES**

ANNEXURE II – RESEARCH ARTICLE
A STUDY OF RENOVATING THE PYRAMID OF NEEDS AND RELATING TO
EMPLOYEE RETENTION TOWARDS LEATHER INDUSTRY IN CHENNAI

Ms.S.GRACY.B.Com., MBA.,

School of Management Studies, Sathyabama Institute of Science and Technology, Chennai
gracygs12@gmail.com

Dr.M.Lavanya M.B.A., M.Com., M.Phil., Ph.D.,

Assistant Professor, Sathyabama Institute Of Science And Technology, Chennai
lavanya3081@gmail.com

ABSTRACT:

This research aims to provide solutions for employee retention in the Leather Industry in Chennai based on Maslow's Hierarchy of Wants Theory, including methods to address several needs such as Physiological, Security, Loving, Esteem, and Self Actualization. Employee retention is a strategy for keeping employees in the organisation for a set amount of time. The company's strong retention rate may have a favourable influence. Organizations that keep their top performers are more likely to succeed in terms of performance while also saving money. The purpose of this study is to see how Maslow's hierarchy of wants affects employee retention and whether those variables have already been implemented at the organisation. This research was carried out using a simple sampling methodology.. This study used a suitable sampling approach method and used primary data in the form of a questionnaire from 350 employees at a leather industry. It also used secondary data in the form of a review of literatures. According to the findings of the study, Maslow's hierarchy of needs has a favourable impact on staff retention. This implies that the higher Maslow's hierarchy of wants, the better staff retention.

Keywords: Employee Retention, Maslow's Hierarchy of Needs, Physiological, Security, Loving, Esteem, Self Actualization.

I. INTRODUCTION

Employee Retention refers to a company's capacity to keep its staff. It is also known as a process in which resources are inspired and encouraged to stay in an organisation for a longer length of time in order to ensure the company's long-term viability.

Abraham Harold Maslow (April 1, 1908 – June 8, 1970) was an American psychologist best known for developing Maslow's hierarchy of needs, a psychological health theory based on prioritising the fulfilment of basic human wants, culminating in self-actualization. People are driven by five fundamental needs, according to Maslow's hierarchy of human needs. These requirements are listed in the order in which a person wants to remain organised. These are the requirements:

1. **PHYSIOLOGICAL NEEDS** - These are essential requirements for human survival. Food, water, clothes, shelter, sleep, and sexual pleasure are all necessities.
2. **SECURITY NEEDS** - These include the desires to be free of physical danger as well as the fear of losing a job, employment stability, and health-care coverage, among other things.
3. **LOVING NEEDS** - People are social beings who require a sense of belonging, association, and acceptance from others in order to offer and receive friendship and affection.
4. **ESTEEM NEEDS** - Self-confidence, success, competence, knowledge, self-respect, and the desire for independence and freedom are all egoistic wants.
5. **SELF-ACTUALIZATION NEEDS** - The urge for self-actualization is at the top of the hierarchy. It is the drive to become the best version of oneself, to reach one's full potential and accomplish something.

The requirements are prioritised in order of significance, with the presumption that a lower-level need will be met before a higher-level need becomes a retention factor. People prioritise meeting their physiological demands. They desire stability, belongingness, esteem, and eventually self-actualization after their fundamental needs are met. When one need is met, a higher level need develops to fill the void. People are always seeking to meet new requirements. Because Abraham Maslow's need hierarchy theory is at the centre of my research. Because the study's goal is to determine the theory's relevance and applicability to leather firm employees, a thorough debate is necessary.

II. PROBLEM STATEMENT

Increased hiring, selection, training costs, and work interruptions might be a concern. Employees leave or quit jobs for a variety of reasons, including poor pay and benefits, a hostile work environment, frustration, constant conflict with superiors or coworkers, unfair treatment, and a lack of recognition; a challenging job, job security, motivation, and opportunities for career advancement. As a result, organisations

should address these issues as soon as possible in order to keep their essential personnel. This research looks on the techniques used by leather companies to keep their employees.

III. REVIEW OF LITERATURE:

Jugurnath B et. al., (2016) have explored the factors that influence employee happiness and the link between satisfaction and retention Employee satisfaction was positively correlated with the determinants reward and recognition, involvement, physical work conditions, training and individual development, supervisor support, work-life balance, and work relations, and there was also a relationship between employee satisfaction and retention, according to the findings.

J.C. Wofford (2013), in his study illustrated that any employees seek satisfaction of higher-level wants even when lower-level needs have not been met, according to The Motivational Bases of Job Satisfaction and Job Performance, which is also antithetical to the Maslow model.

Mehta (2006), in his study, indicated that Employee satisfaction is inversely proportional to stress, hence the higher the stress, the lower the employee contentment. Employees who are content with their employment are more likely to be creative, productive, and joyful, which encourages them to stay with the company for a long time. According to his research, employee happiness determines an employee's loyalty to the company. If an employee is dissatisfied with his or her employment, he or she may be less dedicated to the company. Also, commitment and turnover rate have an inverse connection, meaning that the larger the commitment, the lower the turnover rate.

Edward Lawler III and J.Lloyd Stuttle(2003) in their study that was examined A Need Hierarchy Causal Correlation Test revealed minimal evidence to support Maslow's notion of human need hierarchy. They did point out that there were two types of wants: biological and non-biological, and that non-biological needs would develop only once biological needs were met. They also discovered that the intensity of requirements varied by individual, with social needs predominating in some and self-actualization needs in others.

Douglas T.Hall and Khalil Nougaim(2002) in their study illustrated According to an examination of Maslow's Hierarchy in an Organization Setting, when managers rise in an organisation, their physiological and safety requirements become less

important while their needs for affiliation, esteem, and self-actualization become more important. They arrive to the conclusion that the rise in need prominence was due to upward career transitions rather than the fulfilment of lower-order demands.

Vecchio (2000) has stated one of the highest human desires has been depicted. It encompasses the desires for high power, high rank, good job recognition, accomplishment, self-respect, prestige, and other people's attention. This kind of need may be addressed at work by a strong job title, positive feedback, and a high-status position.

Kreitner et al.,(1999) have examined The Hierarchy of Needs Theory is one of the most well-known ideas in the subject of human motivation, as well as one of the first to attempt to explain human behaviour in terms of meeting various human needs.

IV. RESEARCH METHODOLOGY:

For data collection and analysis, the research methodology used was descriptive research design. With a sample size of 350 employees as targeted persons in Chennai city, the sampling approach used was Convenient Sampling Technique under Non – Probability Sampling. Primary data was collected using a questionnaire, while secondary data was collected through a review of literatures, websites, books, and interviews with people. The study's shortcomings include a small sample size of 350 respondents and a focus on people working in the leather industry. The research employs a set of organized, predefined questions. It is a scientific investigation. The datas are depicted in the form of tables and charts and t test is used for statistical analysis.

V. OBJECTIVES OF THE RESEARCH

1. To study about the perception of employee retention in Leather Industry.
2. To ascertain the problems of the employees working in Leather Industry & give suggestions.
3. To analyze the hierarchy of needs set by Maslow with employee retention with special reference to Leather Industry.

VI. DATA ANALYSIS

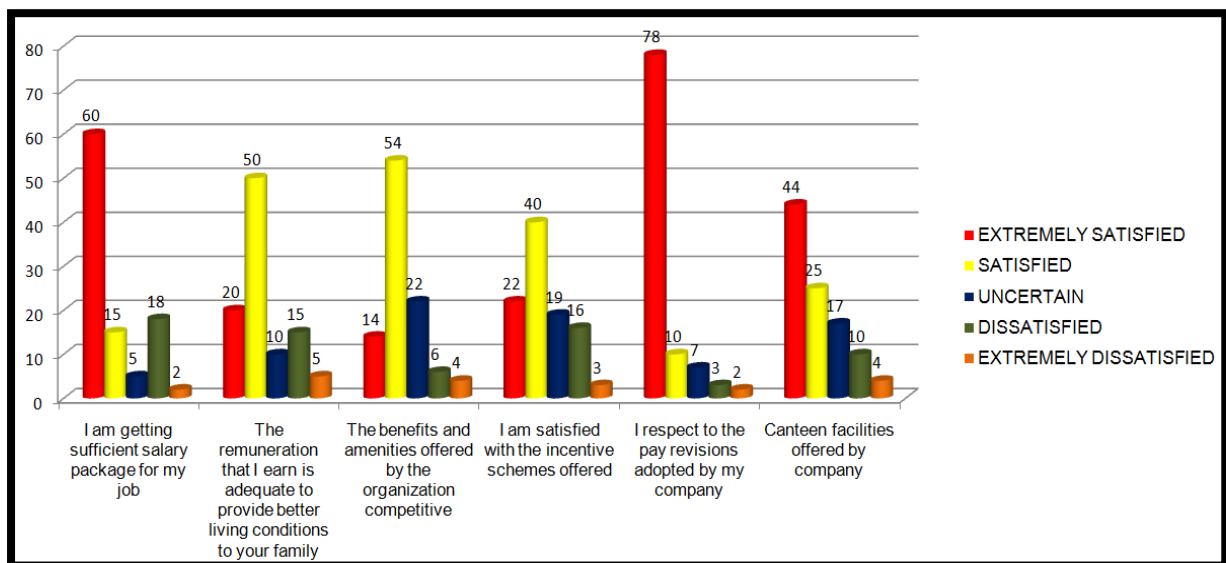
The respondents were to agree or disagree to the statements related to the Employee Retention relating Maslow's Hierarchy of Needs. The various needs are, Physiological Needs, Security Needs, Loving Needs, Esteem Needs and Self

Actualization Needs . The agreement likert scale comprised 5 options such as Extremely Satisfied, Satisfied, Uncertain, Dissatisfied, Extremely Dissatisfied. Their responses are presented in the form of tables and charts below,

TABLE.1. TABLE INDICATING SATISFACTION LEVEL OF PHYSIOLOGICAL NEEDS OF EMPLOYEES

PHYSIOLOGICAL NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
I am getting sufficient salary package for my job	210	60	52	15	18	5	63	18	7	2	350	100
The remuneration that I earn is adequate to provide better living conditions to your family	70	20	175	50	35	10	52	15	18	5	350	100
The benefits and amenities offered by the organization competitive	49	14	189	54	77	22	21	6	14	4	350	100
I am satisfied with the incentive schemes offered	77	22	140	40	66	19	56	16	11	3	350	100
I respect to the pay revisions adopted by my company	273	78	35	10	24	7	11	3	7	2	350	100
Canteen facilities offered by company	154	44	87	25	60	17	35	10	14	4	350	100

CHART.1. CHART REPRESENTING SATISFACTION LEVEL OF PHYSIOLOGICAL NEEDS OF EMPLOYEES



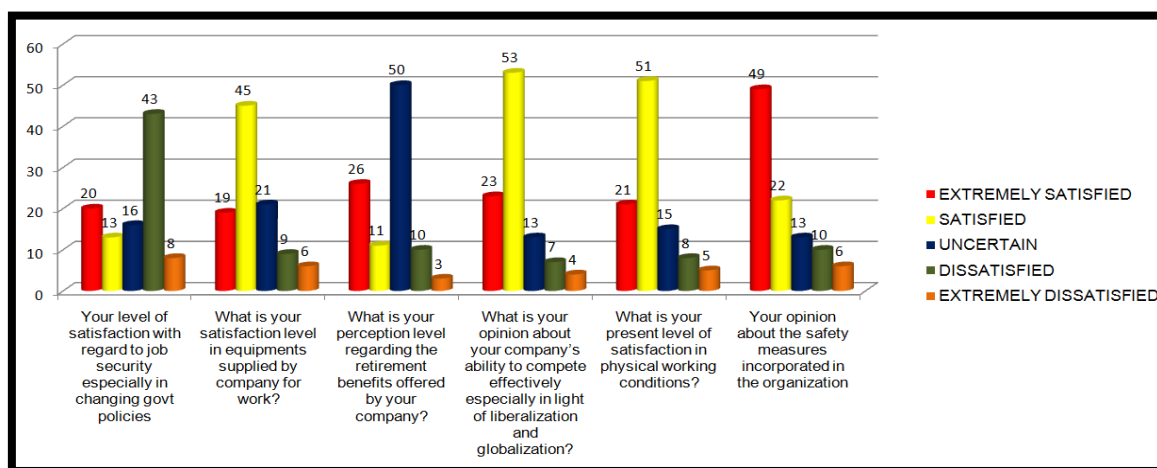
It is inferred from table and chart 1 that Majority (60%) are extremely satisfied that they are getting a sufficient salary package for their job. Majority(50%) are satisfied that the remuneration earned by them is only adequate in providing better living conditions to their family. Majority (54%) are satisfied that the benefits and amenities offered by the organization are competitive. Majority (40%) are satisfied with the incentives schemes offered. Majority (78%) are extremely satisfied that they respect

to the pay revisions adopted by the company. Majority(44%) are extremely satisfied about the canteen facilities offered by the company,

TABLE.2. TABLE INDICATING SATISFACTION LEVEL OF SECURITY NEEDS OF EMPLOYEES

SECURITY NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Your level of satisfaction with regard to job security especially in changing govt policies	70	20	45	13	56	16	150	43	29	8	350	100
What is your satisfaction level in equipments supplied by company for work?	66	19	160	45	73	21	30	9	21	6	350	100
What is your perception level regarding the retirement benefits offered by your company?	92	26	38	11	175	50	35	10	10	3	350	100
What is your opinion about your company's ability to compete effectively especially in light of liberalization and globalization?	81	23	186	53	45	13	24	7	14	4	350	100
What is your present level of satisfaction in physical working conditions?	74	21	178	51	53	15	28	8	17	5	350	100
Your opinion about the safety measures incorporated in the organization	171	49	77	22	46	13	35	10	21	6	350	100

CHART.2. CHART REPRESENTING SATISFACTION LEVEL OF SECURITY NEEDS OF EMPLOYEES



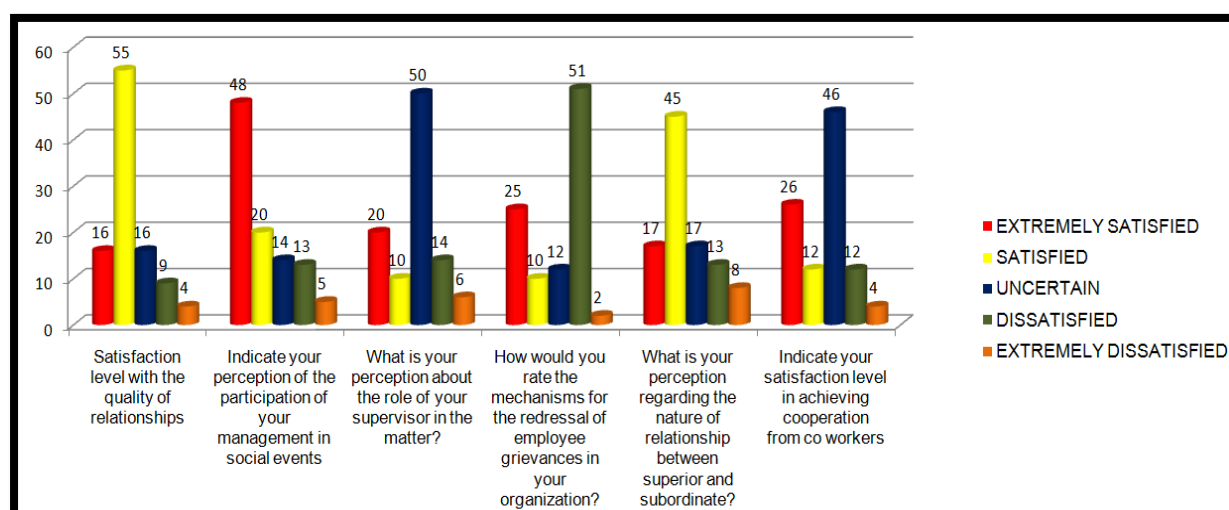
It is inferred from table and chart 2, Majority (43%) are dissatisfied about the job security with regard to changing government policies, Majority (45%) are satisfied about the equipments supplied by company for work, Majority (50%) are uncertain about the retirement benefits offered by the company, Majority (53%) are satisfied about their company's ability to compete effectively especially in light of liberalization and globalization, Majority (51%) are satisfied about the physical working conditions

at present, Majority (49%) are extremely satisfied about the safety measures incorporated in the organization.

TABLE.3. TABLE INDICATING SATISFACTION LEVEL OF LOVING NEEDS OF EMPLOYEES

LOVING NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Satisfaction level with the quality of relationships	56	16	193	55	56	16	31	9	14	4	350	100
Indicate your perception of the participation of your management in social events	168	48	70	20	49	14	45	13	18	5	350	100
What is your perception about the role of your supervisor in the matter?	70	20	35	10	175	50	49	14	21	6	350	100
How would you rate the mechanisms for the redressal of employee grievances in your organization?	88	25	35	10	42	12	178	51	7	2	350	100
What is your perception regarding the nature of relationship between superior and subordinate?	60	17	157	45	60	17	45	13	28	8	350	100
Indicate your satisfaction level in achieving cooperation from co workers	91	26	42	12	161	46	42	12	14	4	350	100

CHART.3. CHART REPRESENTING SATISFACTION LEVEL OF LOVING NEEDS OF EMPLOYEES



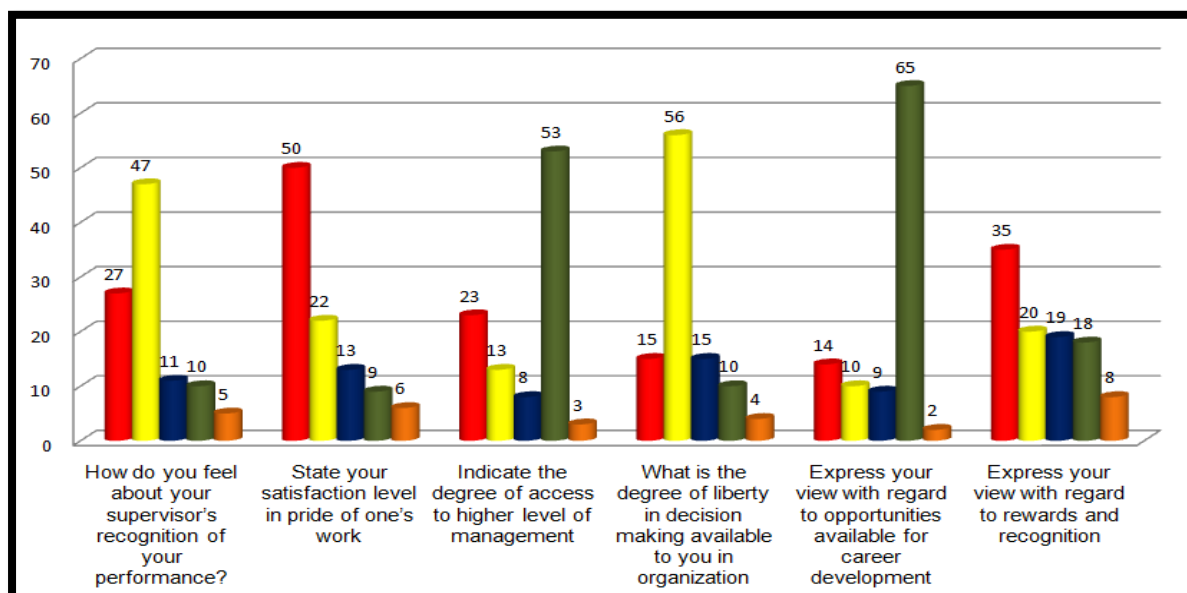
It is inferred from table and chart 3 that Majority (55%) of respondents satisfied with the quality of relationship, Majority (48%) are extremely satisfied about the participation of management in social events, Majority (50%) of respondents are uncertain about the role of supervisor in matters of employees, Majority (51%) of respondents are dissatisfied with the mechanisms for the redressal of employee grievances in your organization, Majority (45%) of respondents satisfied regarding

the nature of relationship between superior and subordinate, Majority (46%) of respondents are uncertain in achieving cooperation from co workers.

TABLE.4.TABLE INDICATING SATISFACTION LEVEL OF ESTEEM NEEDS OF EMPLOYEES

ESTEEM NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
How do you feel about your supervisor's recognition of your performance?	94	27	164	47	39	11	35	10	18	5	350	100
State your satisfaction level in pride of one's work	175	50	77	22	46	13	31	9	21	6	350	100
Indicate the degree of access to higher level of management	81	23	46	13	28	8	185	53	10	3	350	100
What is the degree of liberty in decision making available to you in organization	53	15	195	56	53	15	35	10	14	4	350	100
Express your view with regard to opportunities available for career development	49	14	35	10	31	9	228	65	7	2	350	100
Express your view with regard to rewards and recognition	122	35	70	20	67	19	63	18	28	8	350	100

CHART.4.CHART REPRESENTING SATISFACTION LEVEL OF ESTEEM NEEDS OF EMPLOYEES



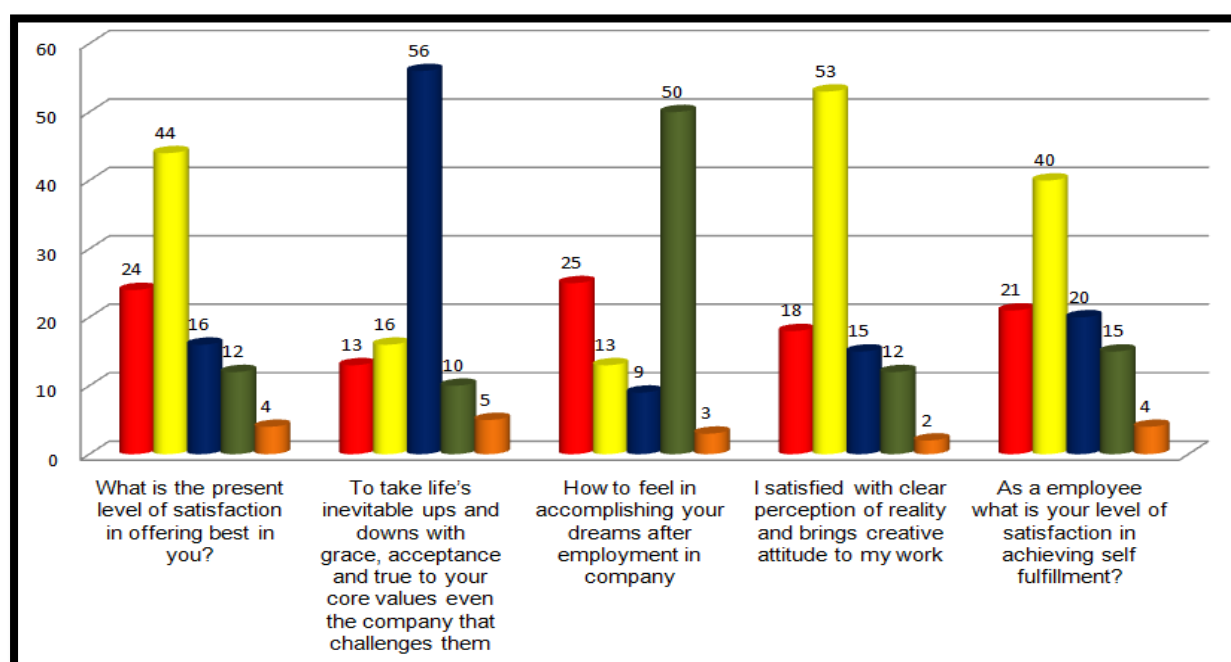
It is inferred from table and chart 4 that Majority (47%) are satisfied about the supervisor's recognition to their performance. Majority (50%) are extremely satisfied about the pride of employees work. Majority (53%) are dissatisfied about the degree of access to higher level of management. Majority (56%) are satisfied about the degree of liberty in decision making available in the organization. Majority (65%) are

dissatisfied about the opportunities available in company for career development. Majority (35%) are extremely satisfied about the rewards and recognition.

**TABLE.5.TABLE INDICATING SATISFACTION LEVEL OF SELF
ACTUALIZATION NEEDS OF EMPLOYEES**

SELF ACTUALIZATION NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
What is the present level of satisfaction in offering best in you?	84	24	154	44	56	16	42	12	14	4	350	100
To take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them	45	13	56	16	196	56	35	10	18	5	350	100
How to feel in accomplishing your dreams after employment in company	88	25	45	13	32	9	175	50	10	3	350	100
I satisfied with clear perception of reality and brings creative attitude to my work	63	18	185	53	53	15	42	12	7	2	350	100
As a employee what is your level of satisfaction in achieving self fulfillment?	73	21	140	40	70	20	53	15	14	4	350	100

**CHART.5. CHART REPRESENTING SATISFACTION LEVEL OF SELF
ACTUALIZATION NEEDS OF EMPLOYEES**



It is inferred from table and chart 5 that Majority (44%) of respondents satisfied about their present level of satisfaction in offering best in them. Majority (56%) of respondents are uncertain to take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them. Majority (50%) of respondents are dissatisfied in accomplishing your dreams after employment in company. Majority (53%) of respondents are satisfied with clear

perception of reality and brings creative attitude to my work. Majority (40%) of respondents are satisfied in achieving self fulfillment.

TABLE 4.6.HYPOTHESIS TESTING 1 – T TEST

H₀ = There is no significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

H₁ = There is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

VARIABLES	GENDER	N	MEAN	S.D	"t value	"p value
Physiological Needs	Male	230	1.3568	1.0195	37.886	0.000**
	Female	120	0.7079			
Security Needs	Male	230	1.0420	0.7625	38.905	0.000**
	Female	120	0.5436			
Loving Needs	Male	230	1.6572	1.0733	43.958	0.000**
	Female	120	0.8646			
Esteem Needs	Male	230	1.6854	1.0974	43.723	0.000**
	Female	120	0.8793			
Self Actualization Needs	Male	230	1.6661	0.9158	51.791	0.000**
	Female	120	0.8692			
Employee Retention Strategies	Male	230	21.4616	27.2671	254.698	0.000**
	Female	120	11.1973			

***Significant at $p < 0.001$

It is inferred from table 6 that all the null hypothesis are rejected as the p value is lesser than 0.001,so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

VII. RECOMMENDATIONS:

- ❖ Employees' fundamental requirements should be met by the firm, and they should be able to live a happy life. The remuneration package supplied to employees must be improved urgently. People are more motivated to come to work when they feel valued.
- ❖ Management of the leather sector should provide a favourable atmosphere guaranteeing job security to employees in the rising situation of new economic policies accompanied by globalisation and liberalisation. With this in mind, all

equipment should always be safe to use. Your equipment might break, cables could split, and pieces could come off and go missing if it is not properly maintained. Organizational competency should be improved not only for survival, but also to provide employee security.

- ❖ To create a welcoming environment, Make significant connections with your coworkers. Share your thoughts and comments. Demonstrate empathy and concern for their personal and professional well-being. Take the time to learn about their backgrounds and ambitions. Along with its growth route, the organisation should give opportunity for people to further their careers. Praise for accomplishments fosters great performance, which benefits both the individuals and the company. Companies may make workers feel that their best interests matter and that leadership cares about their aspirations, objectives, health, and general well-being by implementing a "Personal Development Plan."

VIII. CONCLUSION:

The study of employee retention is primarily focused with linking Maslow's hierarchy of wants. Employee retention is beneficial to your company's health and performance. Abraham H. Maslow, a renowned psychologist who proposed the first theory of motivation, the Need Hierarchy Theory, provided the most commonly acknowledged account of human needs. Physiological Needs, Security Needs, Loving Needs, Esteem Needs, and Self-actualization Needs were listed in ascending order of importance. As a consequence, the majority of employees are really happy to remain with the leather firm and have offered several enhancements based on my findings. As a result, the employee retention research based on Maslow's Hierarchy of Needs theory provides a beneficial path for overcoming staff retention difficulties.

PHYSIOLOGICAL NEEDS - MAKE IT FAIR

To "MAKE IT FAIR" to all employees, the initial topic exposed the hardship of physiological requirements of employees. Provide competitive financial incentives to employees to meet their physiological needs at work.

SECURITY NEEDS - MAKE IT SAFE

The second topic dealt with the necessity to "MAKE IT SAFE" for firm personnel in terms of security. To meet your employees' safety demands, provide comprehensive benefit packages. Allow your words and actions to reassure employees of their job security while also reinforcing safety requirements.

LOVING NEEDS - MAKE IT CULTURE

The third and most crucial element highlighted clearly depicts employees' loving needs to "MAKE IT CULTURE" in the workplace. To meet employees' needs for belonging, create a friendly workplace culture built on mutual respect. Friendship, social integration, family, and romantic connections are all examples of belonging needs.

ESTEEM NEEDS - MAKE IT PERSONAL

The fourth topic indicated employees' desire to "MAKE IT PERSONAL" to all workers. To meet workers' esteem requirements, publicly recognise outstanding achievers and present them with personally satisfying tasks.

SELF ACTUALIZATION NEEDS - MAKE IT DEVELOP

The final and most important element disclosed clearly depicts the requirement for employees to "MAKE IT DEVELOP" in order to create progress for the company's employees. Employees' demands for self-actualization are frequently disregarded in organisations. To please workers, provide comprehensive staff development programmes and give enough opportunities for professional progression inside your firm. As a result of utilising Maslow's Hierarchy Needs theory, I conclude that employees in this leather firm will be kept.

REFERENCE:

- ❖ Aguenza, B.B. and Som, A.P.M. (2012). Motivational Factors of Employee Retention and Engagement in Organizations. International Journal of Advances in Management and Economics, Vol.1, Issue 6, pp.88-95.
- ❖ Palan, R. (2007). Does Employee Training Lead to Attrition? Informational Society for Performance Improvement, Performance Improvement, Vol. 46, No. 4.
- ❖ Maslow Abraham H : Motivation and Personality, Harper and Row, New York, 1954
- ❖ O'Malley and Michael, N. (2000). Creating Commitment-How to attract and retain talented employees by building relationships that last. John Wiley and Sons, Inc. New York. 100.
- ❖ Bhavnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: key to retention. Employee Relations, Vol. 29, Issue. 6, pp. 640 - 663.
- ❖ Whyte, W.F. Money and Motivation: an analysis of incentives in industry, New work: Harper.,1955.

A Study on Employee Retention Strategies and Factors with Special Reference to Leather Industry in Chennai

Ms.S.GRACY.B.Com., MBA.,
School of Management Studies, Sathyabama Institute of Science and Technology
Chennai, Tamilnadu, South India
gracygs12@gmail.com

Dr.M.Lavanya M.B.A., M.Com., M.Phil., Ph.D.,
Assistant Professor, Sathyabama Institute Of Science And Technology
Chennai, Tamilnadu, South India
lavanya3081@gmail.com

ABSTRACT:

Employee retention is critical to an organization's success because it influences employee performance. The goal of this research is to see how employee retention strategies, such as employee reward programs, flexible working hours, timely promotions, career development programs, and performance-based bonuses, affect employee retention and performance. Staff retention techniques have a beneficial impact on employee retention and performance, according to the findings of the study. Because workers are difficult to keep and expensive to obtain, the theoretical framework of this study would encourage corporations and their employers to treat them as valuable resources. Researchers and academics will benefit from the study in understanding the function of employee retention in a firm. The primary goal of this research is to identify and examine the key determinants of employee retention. A total of 350 data points were gathered, and the information was analysed using SPSS software. Staff retention methods play a substantial effect in both employee retention and organisational success, according to the findings. The findings of this study will aid firms in recognising the relevance of employee retention variables and methods in attaining superior overall organisational performance and retaining competent personnel.

Keywords: Employee reward, compensation, work life balance, financial rewards, welfare programs, job commitment, Retention, Factors

I. INTRODUCTION

Employee Retention is a process that is becoming increasingly important in the current environment of strong economic growth and development, as well as fast globalisation. Any company's human resource, or talent, is a valuable asset. In an ideal world, human resources would enjoy their jobs just as much as their coworkers, work hard for their employers, be well compensated for their efforts, have ample opportunities for advancement, and flexible schedules so they could attend to personal or family needs as needed while never leaving. But then there's the real world, where people quit for a variety of reasons, including a desire for more money, dissatisfaction with the company's working conditions, a dislike for their coworkers, a desire for a change, or because their spouse is offered a dream job in another state. Employee retention is critical to a company's long-term health and profitability; but, companies throughout the world are finding it more challenging to recruit, motivate, and retain important talent. Employee turnover is a huge issue for businesses all around the world. Employee retention refers to an organization's capacity to keep its human resources, and it's becoming a major concern for businesses. Organizational culture, salary, remuneration, flexibility, and work happiness all have a significant impact on employee retention. The article discusses the primary elements that influence a person's decision to quit his employment, as well as the tactics that may be used to promote employee retention. The paper delves into retention factors such as pay, health and wellness benefits, training programmes, skill recognition, superior and subordinate relationships, career development, and so on, and aids in comprehending the importance of effective communication and employee encouragement in retaining employees.

II. REVIEW OF LITERATURE

Poonam Madan, Jasleen Kaur Bajwa (2019) It was discovered that, in the current environment, keeping people with businesses for longer periods of time for the benefit of both the individual and the company has become a critical point.

Motivation is a crucial factor in retaining personnel and improving performance. To keep the finest and most suitable personnel, the company must give them with appropriate career possibilities, working conditions, remuneration benefits, and supervisory assistance. The goal of this study paper is to look into and comprehend staff retention tactics in the banking business. The research also aids in determining the various techniques used by the banking industry to retain and keep its staff.

Daniel Esemegberevbie (2010) has stated between 2000 and 2005, a research was done to experimentally investigate staff retention methods and their success in the Nigerian banking sector. To collect data, the author employed a questionnaire and a structured interview. According to the findings, if a company uses employee retention tactics such as a consistent wage package and employee engagement in decision-making, it will have a solid retention system.

Horwitz et al. (2003), According to the report, substantial inventive employee retention techniques devised by Human Resource managers of skilled firms are still linked to remuneration package. Second, one of the most important elements impacting employee retention is the availability of professional growth possibilities. It is suggested that a firm that want to improve its relationship with its employees invest in their growth.

Pillai, P. (2008) have stated that Employees with extensive experience are a company's most valuable asset. Employee competence is critical in the context of the numerous responsibilities that modern businesses confront. HRD professionals' main priorities have been talent management, employee assignment, and employee retention. This is especially true in banking, which is a very human-resource-intensive industry..

Thakur A (2014) has reported HR's job, though not HR's job alone, to implement effective human resource management practises at both the strategic and day-to-day levels. Human resource management practises must be bifurcated in two ways, according to their finding "A study on factors affecting employee retention in the retail sector." To begin, they'll need company-wide agreements to monitor how they'll manage and interact with their personnel. Second, HR must put these promises into action so that the company's ethics and employee performance are consistent. HR plays a critical part in the creation and implementation of an organization's business strategy. It should go from a transactional support position to a strategic partner in the organization's operations.

Akuoko, O. K. and Ansong, F. (2012), investigated the importance of employee retention strategies in firms was explored since it has an impact on workforce performance. The impact of various staff retention techniques on worker performance was explored in this study. A basic random sample procedure was used to choose five companies. Three production and two service groups were piled on top of each other. It was revealed that the impact of staff turnover on businesses might have far-reaching consequences and jeopardise attempts to achieve corporate goals.

Suzanne Dibble, (1999) has stated that maintaining valuable individuals in a company begins with the job description, recruiting, selection, and orientation, which are all critical foundations for retention.

III. OBJECTIVES OF STUDY

1. To Identify the factors influencing Employee Retention Management in Leather Industry.
2. To study the employee retention strategies of Leather Industry.
3. To analyze how those employee retention strategies, affect employee retention.

IV. METHODOLOGY OF STUDY

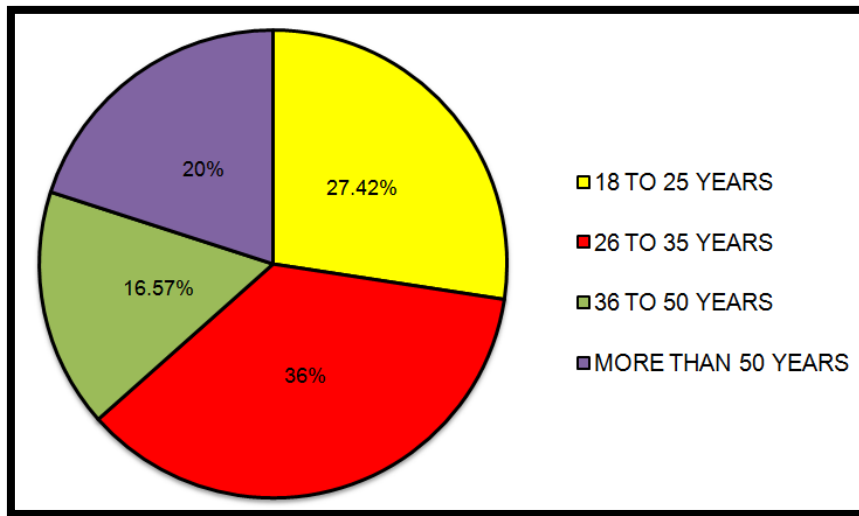
The research design employed was Descriptive research design for the purpose of data collection & analysis. The sampling technique deployed was Convenient Sampling Technique under Non – Probability Sampling with a sample size of 350 employees working in leather industry. This study covered Nungambakkam Leather Company in Chennai. The two methods of data collection designed was Primary data i.e., Questionnaire and Secondary data i.e., Review of literatures, websites, books, interview with people. The limitations of research were sample study was only 350 respondents, the study is targeted at leather company in particular zone only. The data analyzed in the forms of pie charts as Percentage Analysis and Statistical Analysis by using SPSS software i.e., Chi square test in Hypothesis Testing. The study uses a structured predetermined questions. It is an objective study. The consequences are that these would impact perceptions and expectations.

V. DATA ANALYSIS

TABLE I. TABLE INDICATING AGE OF THE RESPONDENTS

AGE	FREQUENCY	PERCENTAGE
18 TO 25 YEARS	96	27.42%
26 TO 35 YEARS	126	36%
36 TO 50 YEARS	58	16.57%
MORE THAN 50 YEARS	70	20%
TOTAL	350	100%

FIGURE I. CHART REPRESENTING AGE OF THE RESPONDENTS

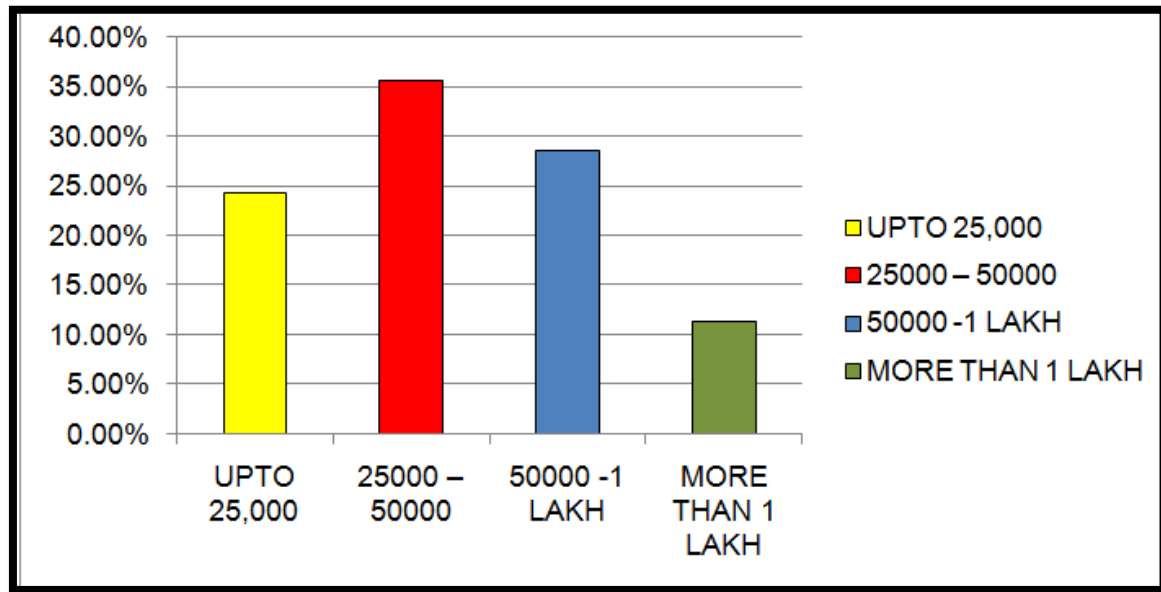


It is inferred in table and figure 1 that Majority (126) of the respondents are under the age group of 26 to 35 years as they constitutes 36% of my sample.

TABLE II. TABLE INDICATING ANNUAL INCOME OF THE RESPONDENTS

ANNUAL INCOME	FREQUENCY	PERCENTAGE
UPTO 25,000	85	24.28%
25000 – 50000	125	35.71%
50000 -1 LAKH	100	28.57%
MORE THAN 1 LAKH	40	11.42%
TOTAL	350	100%

FIGURE II. CHART REPRESENTING ANNUAL INCOME OF THE RESPONDENTS



It is inferred in table and figure 2 that Majority (35.71%) of the respondents are earning from Rs.25,000 to Rs.50,000 as annual income in this company.

TABLE III. TABLE INDICATING FACTORS THAT MAKE THE EMPLOYEES TO STAY LONG TIME AT THE ORGANIZATION

From the below table and figure 3, it is interpreted that According to the employers the main factors for employees to stay in the organization are as follows, As per above table 3, it has been inferred that most of the employees given highest significance (high rank) to Compensation and work life balance, and given least significant (low rank) to job commitment, training and development factors of retention. Since the calculated Chi-Square values of all retention factors that make the employees to stay long time at the organizations are less than Tabulated values and the significance value is greater than the 0.05 for all the factors. So, the ranking of employees on various retention factors that make the employees to stay long time at the organizations are not same. So that we can interpret from the analysis that the employee's feel the organization should provide and develop work schedule flexibility according to employee convenience, implement effective compensation package and benefits, giving significance of work life balance factors are helpful to improve employee satisfaction and they retain long time in the company.

What are the main factors that will make you to stay (continue) at your organization?	FREQUENCY	PERCENTAGE	RANK	CHI SQUARE VALUE	ASYMP.SIG VALUE
Skill Recognition	242	69%	VI	1.316	0.859
Learning and Working Climate	228	65%	VII	3.203	0.524
Job Flexibility	284	81%	III	3.059	0.545
Superior-Subordinate Relationship	270	77%	IV	5.830	0.212
Employee Motivation	252	72%	V	2.859	0.582
Job Characteristics	196	56%	VIII	4.898	0.298
Work Life Balance	308	88%	II	9.792	0.044
Compensation	347	99%	I	4.898	0.298
Job Commitment	175	50%	IX	4.357	0.360
Training and Career Development	151	43%	X	4.183	0.382

FIGURE III. CHART REPRESENTING FACTORS THAT MAKE THE EMPLOYEES TO STAY LONG TIME AT THE ORGANIZATION

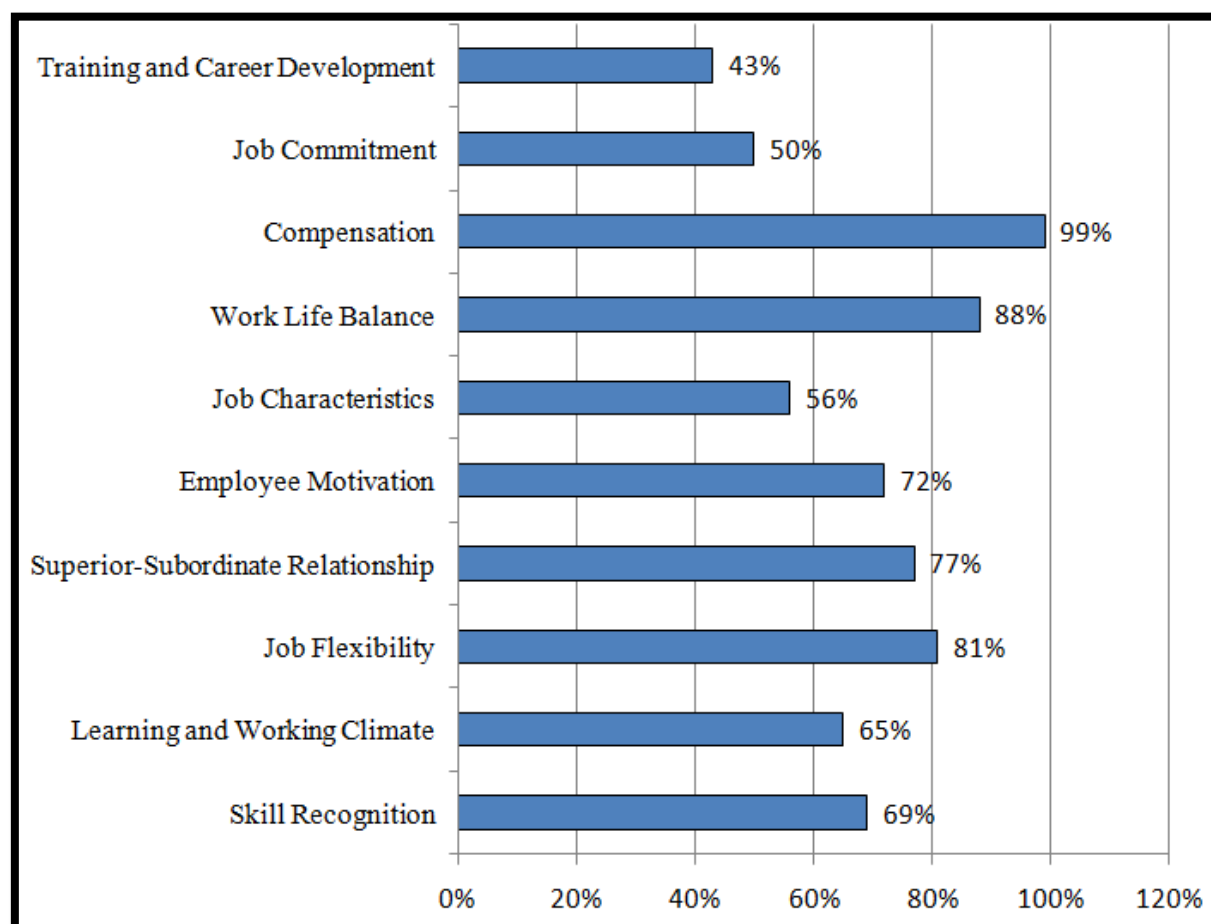
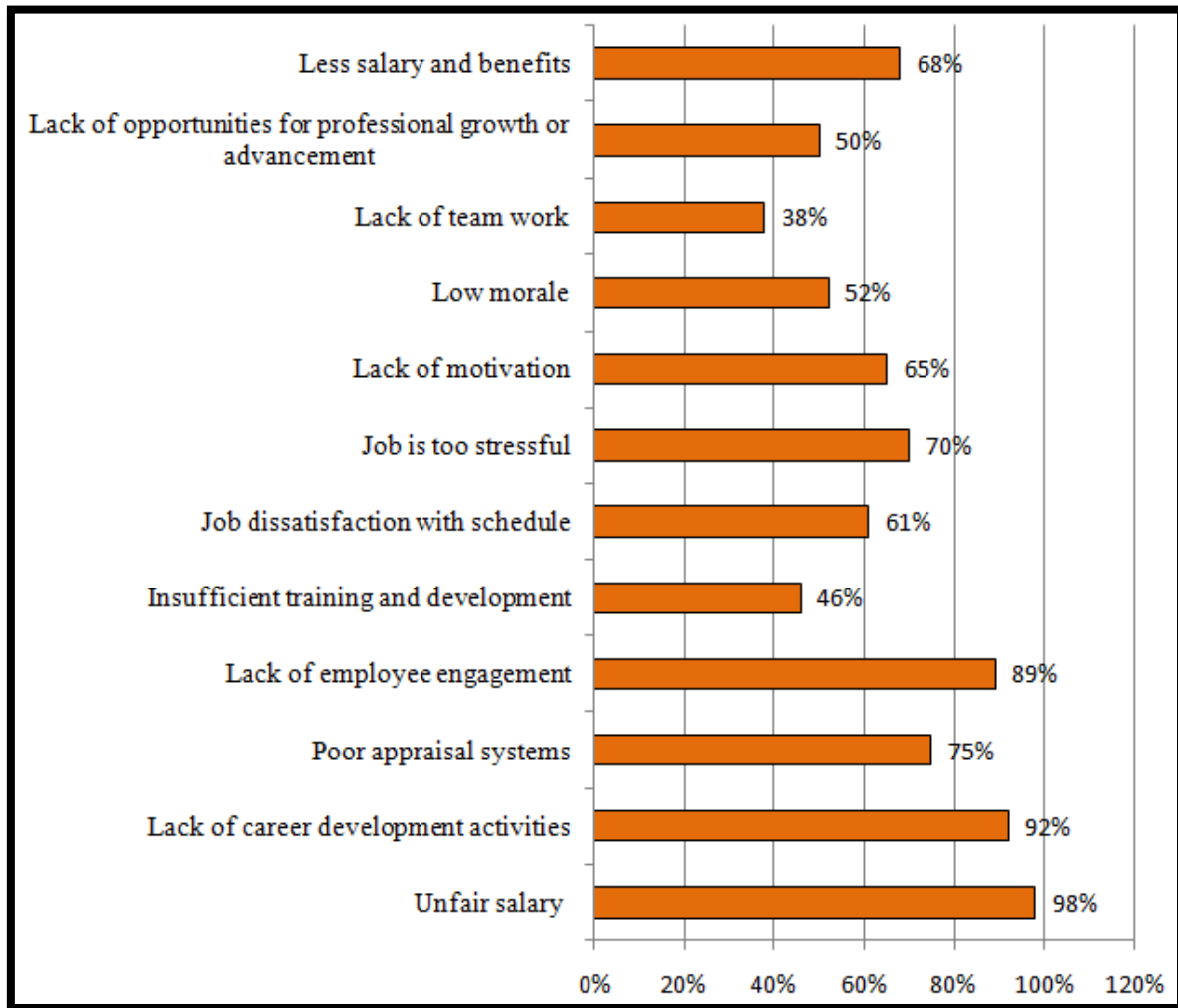


TABLE IV. TABLE INDICATING FACTORS THAT MAKE THE EMPLOYEES TO LEAVE LONG TIME AT THE ORGANIZATION

What are the main reasons for performing employees to leave the organization?	FREQUENCY	PERCENTAGE	RANK	CHI SQUARE VALUE	ASYMP. SIG VALUE
Unfair salary	343	98%	I	0.014	0.993
Lack of career development activities	322	92%	II	0.117	0.943
Poor appraisal systems	263	75%	IV	2.991	0.224
Lack of employee engagement	312	89%	III	0.428	0.807
Insufficient training and development	161	46%	XI	4.166	0.125
Job dissatisfaction with schedule	214	61%	VIII	4.457	0.108
Job is too stressful	245	70%	V	1.222	0.543
Lack of motivation	228	65%	VII	3.486	0.175
Low morale	182	52%	IX	3.297	0.175
Lack of team work	133	38%	XII	3.021	0.146
Lack of opportunities for professional growth or advancement	175	50%	X	3.383	0.184
Less salary and benefits	238	68%	VI	4.521	0.104

FIGURE IV. CHART REPRESENTING FACTORS THAT MAKE THE EMPLOYEES TO LEAVE LONG TIME AT THE ORGANIZATION



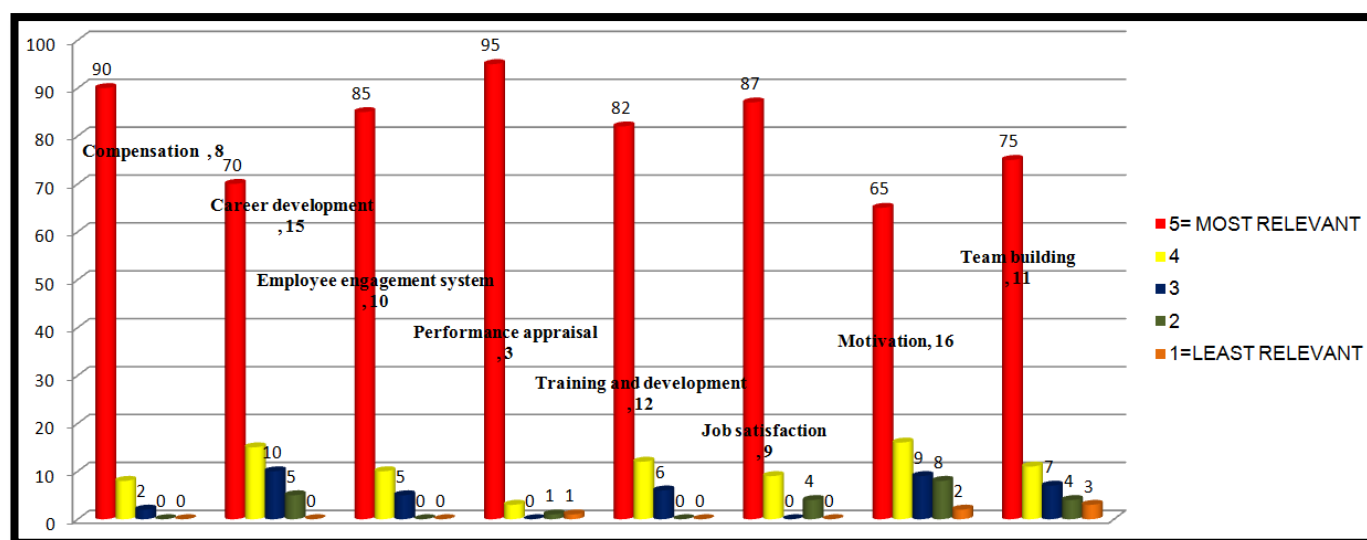
INFERENCE:

From the above table and figure 4, it is interpreted that most of the employees given highest significance (high rank) to less compensation package and benefits, inequality and favoritism, Lack of importance for professional growth and Development factors of employee retention, and given least significant (low rank) to personal reasons, ineffective organization communication and frequent job rotation factors of retention. Since the calculated Chi-Square values of all retention factors that make the employees to stay long time at the organizations are less than Tabulated values and the significance value is greater than the 0.05 for all the factors. So, the ranking of employees on various retention factors that make the employees to leave from the organizations are not same. So that we can interpret from the analysis that the employee's feel the organization should design and implement effective compensation package and benefits, giving significance to equality principle and avoid favoritism, give significance for professional growth and Development factors are helpful to improve employee commitment to the company and improve employee retention.

TABLE V. TABLE INDICATING RATING OF EMPLOYEE RETENTION STRATEGIES

EMPLOYEE RETENTION STRATEGIES	5= MOST RELEVANT		4		3		2		1=LEAST RELEVANT		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Compensation	315	90	28	8	7	2	0	0	0	0	350	100
Career development	245	70	53	15	35	10	18	5	0	0	350	100
Employee engagement system	298	85	35	10	18	5	0	0	0	0	350	100
Performance appraisal	333	95	11	3	0	0	4	1	4	1	350	100
Training and development	287	82	42	12	21	6	0	0	0	0	350	100
Job satisfaction	304	87	32	9	0	0	14	4	0	0	350	100
Motivation	227	65	56	16	32	9	28	8	7	2	350	100
Team building	262	75	39	11	25	7	14	4	11	3	350	100

FIGURE V. CHART REPRESENTING RATING OF EMPLOYEE RETENTION STRATEGIES



INFERENCE:

From the above table and figure 5, it is inferred that Majority (90%) rated Compensation to“ 5-Most relevant” , Majority (70%) rated Career Development to“ 5-Most relevant” , Majority (85%) rated Employee Engagement System to“ 5-Most relevant” , Majority (95%) rated Performance Appraisal to“ 5-Most relevant”, Majority (82%) rated Training and Development to“ 5-Most relevant”, Majority (87%) rated Job Satisfaction to“ 5-Most relevant”, Majority (65%) rated Motivation to“ 5-Most relevant”, Majority (75%) rated Team Building to“ 5-Most relevant” as important employee retention strategy.

VI. RECOMMENDATIONS

The following are the recommendations offered to the company to retain the employee in the organization,

- It is the responsibility of the organisation to retain the employee and satisfy the employee needs which make organisation more effective and helps in productivity.
- Whenever the organisation provides new technology the proper training should be given to retain the employees.
- The organisation should satisfy the employee needs for employee retention.
- The Human Relations Measure suggests that social contacts will motivate workers. Mere knowledge about the theories of Retention will not help manage their subordinates. They need to have certain techniques that help them change the behaviour of employees.
- Motivated employees come out with new ways of doing jobs. They are quality oriented. They are more creative. Any expertise needs motivated employees to adopt it successfully.
- The data reflects the fact that the employees' retention level has a significant and positive attitudes on factors like using this product in any situation, referring anyone to work in this company, finishing a task if the co-worker is in a slack, concerned on updating the organization information, organization informed about any matters affecting the employees, organization has comfort reachability, organization is located in industrial area, competition on completing the job with the co-workers, organization conducts the exit interviews for employees, employees frequently provided feedback about supervisor

VII. CONCLUSION

Employee retention plays an important role in an organization because it affects employee performance. The present study revealed that employee retention strategies namely Compensation, Career Development, Employee Engagement System, Performance Appraisal, Training and Development, Job Satisfaction, Motivation, Team Building have positive effect on employee retention as well as employee performance. The need for organizations to retain their talents is crucial for their ability to remain in business depends on it. Although this study attempted to bring forth all the factors related to stay long time in the organization and factors influence to leave from organization. From the study employees given highest significant factors to stay in company are compensation, work schedule flexibility, work life balance and the factors to leave from the company are less compensation package and benefits, inequality and favoritism, Lack of importance for professional growth and Development factors of employee retention. Based on the research the organization should concentrate on these retention strategies flexible working hours, employee rewards, career development programmes so that it will increase the satisfaction level of employees which will increase employee retention.

REFERENCES:

- Arthur, J., (1994), Effects of human resource systems on manufacturing performance and turnover, *Acad. Manag. J.*, 37: 670-687.
- Blau and Kahn, (1981), *Research handbook on employee turnover*, new Horizons in Management, Edward Elgar Publishing, USA, page: 115.
- Boyens, M, (2007). Organizational socialization, career aspirations and turnover intentions among design engineers. *Leadership and Organization Development Journal*, Emerald Group Publishing Limited, 26(6), 424-441.
- Bowes, B.J., (2008), being an employer of choice has bottom-line benefits, *CMA Manag.*, 82(7): 14-15.
- Cappelli, P, (2008), *Talent on Demand: Managing Talent in an Age of Uncertainty*, Boston, MA: Harvard Business School Press.
- Gumbus, F.L. and C.R. Johnson, (2003), Employee Friendly Initiatives at Futura. *Leadership Survey, Certification and a Training Matrix and an Annual Performance and Personal Development Review*.
- Herman, R.E., (2005), HR managers as employee-retention specialists. *Employment Relations Today*, 32(2): 1-7.
- Herzberg, F, (1968), One More Time: How Do You Motivate Employees?, *Harvard Business Review*, 46:53-62.
- Kaliprasad, M., (2006), the human factor I: Attracting, retaining and motivating capable people, *Cost Eng.*, 48(6): 20-26.
- Johnson, J, Griffeth, R.W., & Griffin, M, (2000), Factors discrimination functional and dysfunctional sales force turnover. *Journal of Business & Industrial Marketing*, 15(6), 399-415.

A Study on the Security Needs for Employees Retention towards Leather Industry in Chennai

*Dr.M.Lavanya M.B.A., M.Com., M.Phil., Ph.D.,
Assistant Professor, Sathyabama Institute Of Science And Technology, Chennai
lavanya3081@gmail.com*

*Ms.S.Gracy.B.Com., MBA.,
School of Management Studies, Sathyabama Institute of Science and Technology, Chennai
gracygs12@gmail.com*

*Ms.N.Abila.B.E.,MBA.,
School of Management Studies, Sathyabama Institute of Science and Technology, Chennai
abila1999n@gmail.com*

*Ms.L.Abinisha.B.E.,MBA.,
School of Management Studies, Sathyabama Institute of Science and Technology, Chennai
abinisha1998@gmail.com*

ABSTRACT:

Based on Maslow's Hierarchy of Wants Theory, this study tries to propose solutions for employee retention in the Chennai Leather Industry. Employee retention is a method for retaining employees for a specific period of time. The company's high retention rate may have a positive impact. Maslow's hierarchy of requirements includes the desire for security and protection. When our physiological necessities for food and drink are addressed, our safety concerns take precedence. These requirements stem from our innate yearning for a predictable, organised environment that we can influence. Job security, savings accounts, insurance policies, financial security, and health and well-being are all examples of safety demands in today's environment. The purpose of this study is to see how Security Needs affects employee retention and whether those variables have already been implemented at the organization. This research was carried out using a simple sampling methodology. This study used a suitable sampling approach method and used primary data in the form of a questionnaire from 350 employees at a leather industry. It also used secondary data in the form of a review of literatures. According to the findings of the study, Provide comprehensive benefits packages, job security etc to your employees to satisfy their safety needs.

Keywords: Employee Retention, Security, Job, Safety, work, company.

I. INTRODUCTION

The desire for security or protection is referred to as security requirements. After the physiological demands have been met to a reasonable degree, the second level needs emerge, to display and exert control over human behaviour These include:

- a) physical safety (fire, accident, etc.) and
- b) financial security (fringe benefits, health, insurance, pension programme etc.)
- c) A desire to have some control over life's uncertainty.

The way labour union demands have altered is an illustration of the move from physiological to security requirements as motivators. Previously, unions wanted higher wages (for gratification of physiological need). Accident prevention through safety measures, job security, and other fringe benefits have been emphasised in recent discussions. If security requirements are not met, they may function as motivators. In order to inspire employees, most companies over-emphasize security demands by giving sophisticated safety measures, fringe perks, health care - accident insurance policies, and so on.

II. PROBLEM STATEMENT:

Increased hiring, selection, and training costs, as well as work interruptions, might be a problem. Poor salary and perks, a hostile work environment, dissatisfaction, and a constant; a

hard job, job stability, motivation, and so on are all reasons why employees leave or quit employment. As a result, organisations should address these concerns, and security needs were given insufficient attention. This study examines the methods employed by leather firms to retain their employees.

III. REVIEW OF LITERATURE

Ryan and Deci, (2017) have stated Psychological necessity Satisfaction is a psychological construct that is influenced by one's social surroundings and perception of it. As a result, it's possible that need fulfilment will fluctuate in response to changes in the environment or people's perceptions of it. According to recent diary research, basic psychological demands might change daily and weekly.

Van den Broeck et al. (2016) have analyzed Most research addressing fundamental psychological need fulfilment used cross-sectional survey methods, according to a meta-analysis of the literature on need satisfaction. Nonetheless, some researchers are beginning to use in-person diary study methodologies.

Tladinyane R (2013) have examined the link between an employee's psychological career meta-capabilities and their retention attitudes There was a link between psychological professional meta-capabilities and retention-related dispositions, according to the findings. The results match the canonical correlation-derived measurement model well, according to structural equation modelling.

J.C. Wofford (2013), in his study illustrated Many employees seek satisfaction of higher-level wants even when lower-level needs have not been met, according to The Motivational Bases of Job Satisfaction and Job Performance, which is also antithetical to the Maslow model.

Hassan M et. al., (2011) has carried out a study with the goal of determining the reasons and determining ways to keep personnel in

Pakistan's leather industry. Managers in Pakistan's leather industry's first and second lines. Punjab has over 400 leather tanneries. The information was acquired from male 15 Leather Tanneries and Organizations in Lahore, Sialkot, Shekupura, Muridkay, and Kasur, since these tanneries account for 50% of Pakistan's leather exports. There was a link between employment prospects and employer attitude, employer loyalty, work-life balance, and job security. It was also shown that employer attitude was linked to age.

Gbervbie (2010) has suggested 10 employee retention tactics "Payment of monthly salaries to personnel, surprisingly true monthly revenue and allowances, provision of automobile, housing, and furniture loan centres, health insurance scheme, job protection, regular advertising, fitness care offerings to personnel' families, maternity leave with full pay for female employees, and regular training of personnel" are some of them."

Trulson (2007) has showed "Preserving staffing levels, imposing team control, upgrading recruitment/ screening techniques, managing repayment concerns, and expert development applications" are the five strategies that were used.

Eskildsen and Nussler (2000), studied that The employee considers whether or not to continue working for the current employer or pursue other options. As a result, in such circumstances, the company is at fault, and their talented employees are forced to quit early. The employer should either not make those promises or keep them if they are made. Employees nowadays evaluate a variety of criteria before joining a company, all of which should be discovered and thoroughly investigated by the employer.

IV. MATERIALS AND METHODS:

A. RESEARCH DESIGN

Descriptive research design was employed for data collection, analysis and testing of research model used in this research.

B. OBJECTIVES OF THE RESEARCH

1. To study about the perception of employee retention towards Security Needs in Leather Industry.
2. To ascertain the problems of the employees working in Leather Industry & give suggestions.
3. To analyze the second hierarchy of need i.e., Security Needs set by Maslow towards employee retention with special reference to Leather Industry.

C. SAMPLING DESIGN

The employees of leather company were taken as the population for the research. The frame comprised employees in Leather Industry in Chennai. Convenient Sampling Technique was employed. Subsequently, random sampling was employed in each stratum. The sample size was 350 surveyed collected directly and through google form.

D. DATA COLLECTION DESIGN

- ❖ Primary data collection method comprised survey method while primary data collection instruments was structured questionnaire data.
- ❖ Secondary data collection method comprised of websites and online journals, Published reports & Review of literature from published articles.

E. STATISTICAL TOOLS

The main tools used for statistical analysis is hypothesis testing analytical tools such as Anova.

F. RESEARCH FRAMEWORK

The Research framework of Security Needs towards Employee Retention was based upon data analysis and exhaustive review of literature into 6 variables of the study such as,

A. Job Security

Job security gives employees a sense of security and confidence, which leads to higher production. Job stability fosters loyalty and a drive to excel, and the organisation benefits by

gaining a dedicated and committed employee. Job security refers to the assurance that your job will not be eliminated. It's a guarantee that you'll be able to continue working at your existing job for the foreseeable future. Job security entails a sense of safety from things like layoffs, economic downturns, and other variables that may affect employment.

B. Good Equipment

Safety is the most crucial factor in every workplace. With this in mind, all equipment should always be safe to use. Your equipment might break, cables could split, and pieces could come off and go missing if it is not properly maintained. This may indicate that your device is too risky to operate. Increased productivity means more clients can be served. The correct equipment gives you confidence since you can complete your task fast and effortlessly. Your labour will be lighter and smoother with the correct tools. As a consequence, you satisfy both your own and your client's needs.

C. Retirement Benefits

A retired government employee receives retirement and pension benefits to ensure that they have a steady income and a secure life. Retirement accounts are incredibly important assets that are designed to provide you with income when you stop working. You will have little choice but to work past the "traditional" retirement age if you do not have a retirement plan, as Social Security is unlikely to supply you with adequate money.

D. Company's Ability

Employers must provide a work environment for their workers and ensure that they have access to it. They must provide them with the tools, equipment, and other resources they require to complete their tasks. Employers are required to give their employees the agreed-upon wage and benefits, including vacation, paid holidays, and other forms of holidays. Employees are our most valuable customers since they can give essential information on the entire customer experience. However, they are frequently disregarded or ignored, and most businesses do not regard them as important

assets — either as sources of consumer information or as brand advocates.

E. Working Condition

Morale and productivity are both affected by working circumstances. Furthermore, healthy working environments preserve employees' well-being by lowering the likelihood of workplace injuries, as well as the ensuing financial responsibilities and the need for time off. Unhealthy work conditions affect far too many workers today. Employees are significantly more likely to suffer from a variety of mental and physical health issues such as stress, anxiety, depression, alcoholism, hypertension, and a variety of other bad consequences than they are to return home feeling invigorated and pleased.

F. Safety Measures:

Safety in the workplace has a significant impact on many business KPIs. In other words, safer working environments benefit from fewer accidents, which results in fewer occupational health costs, better employee retention and satisfaction, less employee downtime, and less retraining time. Without the proper workplace safety measures in place, a company puts its employees, customers, brand reputation and revenues in danger. Additionally, failure to teach employees how to maintain a safe work environment may lead to on-the-job accidents, injuries and, worst of all, fatalities. A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness costs, reduce absenteeism and turnover, increase productivity and quality, and raise employee morale. In other words, safety is good for business

V. DATA ANALYSIS:

The respondents were to rate the SECURITY NEEDS (SEC) in company. The attributes comprised :

- Job security is important to employees.
- Having good equipment to work with is important to employees
- Company's retirement benefits reduces labor turnover.

- Jobs are dependent on the company's ability to compete effectively.
- Management should give a good deal of attention to the physical working conditions of employees.
- Adequate safety measures should be provided to employees and medical facility for employees.

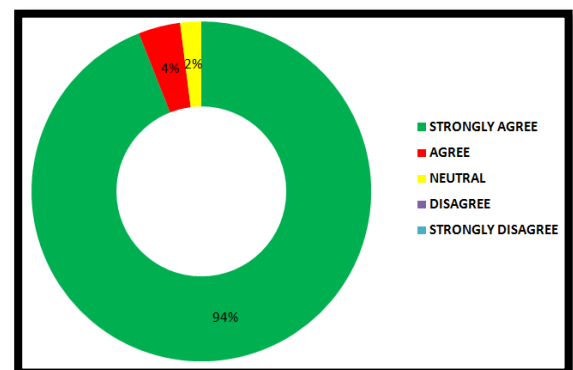
The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 1 to 6.

Table.1. TABLE INDICATING SEC 1 - STATEMENT ON JOB SECURITY

Job security is important to employees	FREQUENCY	%
STRONGLY AGREE	329	94%
AGREE	14	4%
NEUTRAL	7	2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	350	100%

Source: Primary Data

Fig.1. CHART REPRESENTING SEC 1 - STATEMENT ON JOB SECURITY



INFERENCE:

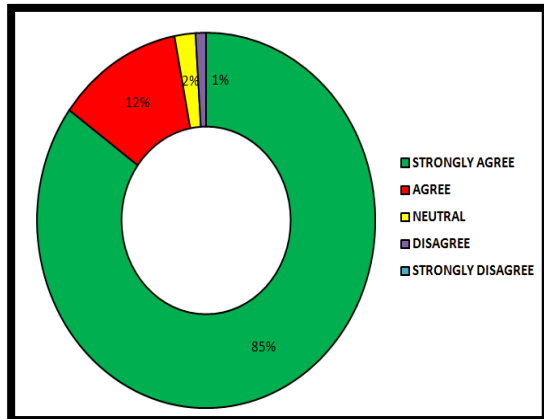
Majority (94%) of the respondents strongly agreed that Job security is important to employees.

TABLE.2. TABLE INDICATING SEC 2 - STATEMENT ON GOOD EQUIPMENT

Having good equipment to work with is important to employees	FREQUENCY	%
STRONGLY AGREE	297	85%
AGREE	42	12%
NEUTRAL	7	2%
DISAGREE	4	1%
STRONGLY DISAGREE	0	0
TOTAL	350	100%

Source: Primary Data

Fig 2. CHART REPRESENTING SEC 2 - STATEMENT ON GOOD EQUIPMENT



INFERENCE:

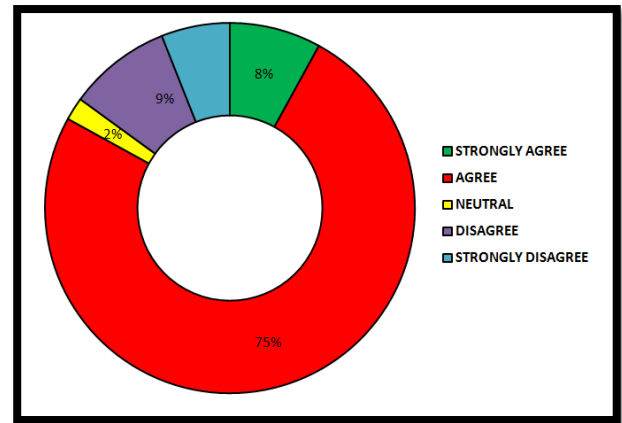
Majority (85%) of the respondents strongly agreed that **having good equipment to work with is important to employees.**

Table.3.TABLE INDICATING SEC 3 - STATEMENT ON RETIREMENT BENEFITS

Company's retirement benefits reduces labour turnover	FREQUENCY	%
STRONGLY AGREE	28	8%
AGREE	263	75%
NEUTRAL	7	2%
DISAGREE	32	9%
STRONGLY DISAGREE	20	6%
TOTAL	350	100%

Source: Primary Data

Fig.3. CHART REPRESENTING SEC 3 - STATEMENT ON RETIREMENT BENEFITS



INFERENCE:

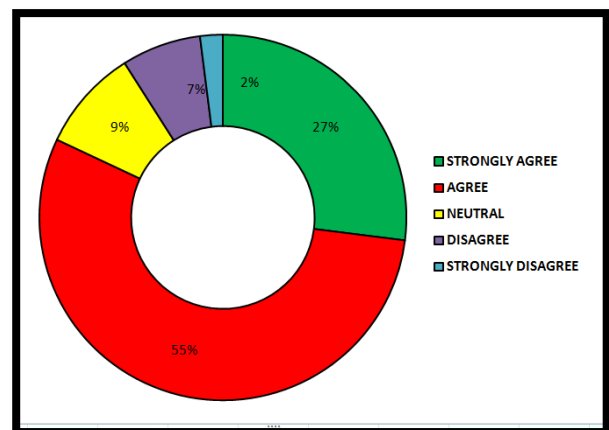
Majority (75%) of the respondents agreed that **Company's retirement benefits reduces labour turnover.**

Table.4. TABLE INDICATING SEC 4 - STATEMENT ON COMPANY'S ABILITY

Jobs are dependent on the company's ability to compete effectively	FREQUENCY	%
STRONGLY AGREE	95	27%
AGREE	193	55%
NEUTRAL	32	9%
DISAGREE	24	7%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

Fig.4. CHART REPRESENTING SEC 4 - STATEMENT ON COMPANY'S ABILITY



INFERENCE:

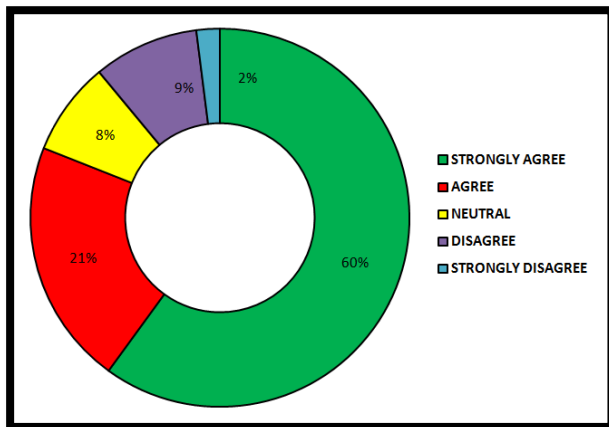
Majority (55%) of the respondents agreed that **Jobs are dependent on the company's ability to compete effectively.**

**Table.5. TABLE INDICATING SEC 5 -
STATEMENT ON WORKING
CONDITION**

Management should give a good deal of attention to the physical working conditions of employees	FREQUENCY	%
STRONGLY AGREE	210	60%
AGREE	74	21%
NEUTRAL	28	8%
DISAGREE	32	9%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

**Fig.5.CHART REPRESENTING SEC 5 -
STATEMENT ON WORKING
CONDITION**



INFERENCE:

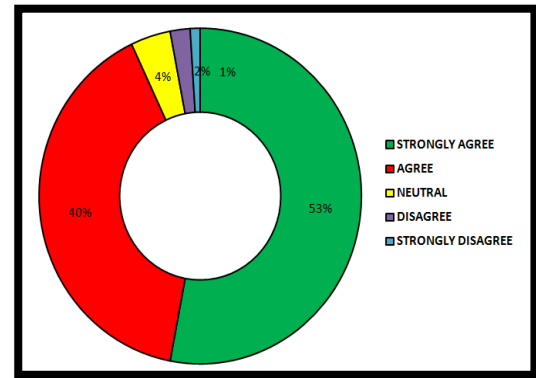
Majority (60%) of the respondents strongly agreed that **Management should give a good deal of attention to the physical working conditions of employees.**

**Table 6. TABLE INDICATING SEC 6 -
STATEMENT ON SAFETY MEASURES**

Adequate safety measures should be provided to employees and medical facility for employees	FREQUENCY	%
STRONGLY AGREE	186	53%
AGREE	140	40%
NEUTRAL	14	4%
DISAGREE	7	2%
STRONGLY DISAGREE	4	1%
TOTAL	350	100%

Source: Primary Data

**Fig.6. CHART REPRESENTING SEC 6 -
STATEMENT ON SAFETY MEASURES**



INFERENCE:

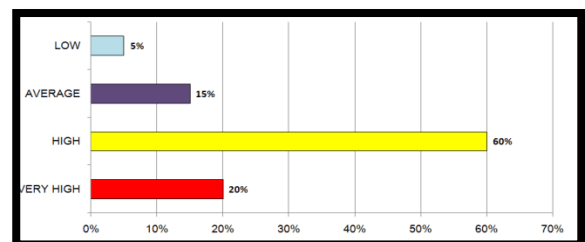
Majority (53%) of the respondents strongly agreed that **adequate safety measures should be provided to employees and medical facility for employees.**

**Table.7.TABLE INDICATING
WORK LOAD**

WORK LOAD	FREQUENCY	%
VERY HIGH	70	20%
HIGH	210	60%
AVERAGE	53	15%
LOW	17	5%
TOTAL	350	100%

Source: Primary Data

**Fig.7. CHART REPRESENTING
WORK LOAD**



INFERENCE:

Majority (60%) of the respondents have high work load.

**Table 8. TABLE INDICATING ONE WAY
ANOVA ANALYSIS**

H0 - There is no significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement

Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

H1 - There is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Job security is important to employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Having good equipment to work with is important to employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Company's retirement benefits reduces labour turnover	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Jobs are dependent on the company's ability to compete effectively	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Management should give a good deal of attention to the physical working conditions of employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Adequate safety measures should be provided to employees and medical facility for employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			

***Significant at $p < 0.001$

BDG – Between Duration Groups;

WDG – Within Duration Groups

Source : Primary Data

INFERENCE:

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment and Retirement Benefits, Company's ability, working condition and safety measures for retaining employees in the organization.

Table 9. TABLE INDICATING SECURITY NEEDS – MULTIPLE REGRESSION

Employees' personal characteristics, such as age, education, annual income, and experience, are used as explanatory variables to explain the various degrees of need fulfilment. A multiple

regression analysis of Security Needs Satisfaction and personal attributes is conducted to determine how these various aspects are connected to Security Needs Satisfaction.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.703	41539
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME				

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.270	.065		4.172	.000
1 AGE	-.227	.068	-.320	-3.342	.001
EDUCATION	.480	.058	.699	8.250	.000
ANNUAL INCOME	.390	.090	.489	4.332	.000
EXPERIENCE	-.020	.087	-.024	-.224	.823

a. Dependent Variable: SECURITY NEEDS

Source: Primary Data

The independent variables of Age, Education, Annual Income, and Experience are regressed with the normalised index of Employee Security Needs Satisfaction. The four explanatory factors used for the study, namely age, education, annual income, and experience, are regressed with the normalised index of employee security requirements fulfilment. Table 9 reveals that age, education, and annual income are all favourably connected to satisfaction with security requirements, but experience is adversely related.

The results of the research show that annual income, experience, and education are statistically significant, whereas age is not. This means that individuals who are comparatively better educated, have more service in their organisations, and earn a higher pay tend to have more security requirements satisfaction in their work environment. The negative relationship between duration of employment and satisfaction with security demands implies that employees' concerns about security are growing, and what firms now give does not meet their expectations. Employees with higher levels of education are more concerned about their security demands, according to the connection. The importance of money in meeting lower-order demands explains the positive relationship between compensation and happiness.

The R square of 0.707 implies that the four explanatory factors investigated account for 70.7 percent of the variation in security requirements fulfillment.

VI. RECOMMENDATIONS:

1. In the evolving situation of new economic policies accompanied by globalization and liberalization, the leather industry's management should create a favorable climate that provides job security for employees.
2. With this in mind, all equipment should always be safe to use. Your equipment might break, cables could split, and pieces could come off and go missing if it is not properly maintained. Organizational competency should be improved not only for survival, but also to provide employee security.
3. Retirement planning steps, you will have little choice but to continue working past the "traditional" retirement age, as Social Security is unlikely to supply you with adequate money.
4. Employers must provide a work environment for their workers and ensure that they have access to it. They must provide them with the tools, equipment, and other resources they require to complete their tasks. Employers are required to give their employees the agreed-upon wage and benefits, including vacation, paid holidays, and other forms of holidays.
5. A healthy work environment protects employees' well-being by lowering the likelihood of workplace injuries,
6. Failure to train personnel on how to keep a safe workplace can result in on-the-job accidents, injuries, and, worst of all, fatalities. A safe and healthy workplace may decrease injury and sickness expenses, absenteeism and turnover, enhance productivity and quality, and boost employee morale.

VII.LIMITATIONS:

It is a sample study of 350 respondents only. The study is targeted at employees serving in Leather company in Chennai and other areas are not under its purview; The study uses a structured predetermined questions. It is an objective study.

VIII.CONCLUSION:

The report underlines the importance of employee retention in the Chennai Leather Industry. The second topic dealt with the necessity to "MAKE IT SAFE" for firm personnel in terms of security. To meet your employees' safety demands, provide comprehensive benefit packages. Allow your words and actions to reassure employees of their job security while also reinforcing safety requirements. Physical health, employment stability, and private property protection are all important aspects of safety. These requirements include written employment contracts as well as perks such as a pension plan and sick pay. In the workplace, there should also be an emphasis on health and safety. Medical insurance and retirement funds are two types of employee perks that provide physical and financial security. Employees who believe they will not be laid off or fired in the near future are more relaxed and contented at work. Prioritizing health and wellbeing in the workplace is critical.

XI.REFERENCE:

- ✓ Dennis W. Organ, (2006), Philip M. Podsakoff, and Scott B. Mac Kenzie "Organizational Citizenship Behavior: Its Nature, Antecedents, and Consequences" Sage Publications.4
- ✓ Drobic, S., Behan, B., & Prag, P. (2010). Good job, good life? Working conditions and quality of life in Europe. Social Indicators Research, 99 (2), 205-225.5
- ✓ Hackman J.R. & Oldham, G.R. (1976). "Motivation through the design of work: Test of a theory." Organizational Behavior and Human Performance, 16:250-279.6
- ✓ Herzberg, F., Mausner, B., and Snyderman, B. B. 1967 The Motivation to Work (2nd 36.ed.). New York: Wiley.7
- ✓ Koonmee, K., Singhapakdi, A., Virakul, B., & Lee, D.-J. (2011). Ethics institutionalization, quality of work-life and employees' job-related outcomes: A survey of human resource managers in Thailand. Journal of Business Research, 63, 20-26.8

ANNEXURE

III

BIOGRAPHY



OBJECTIVES:

To secure a Challenging position in a reputed organization to expand my learning, knowledge and skills. I am a Hardworking person, Quick learner and can adapt to various situations. To bring my strong sense of Dedication, Self Confident, Leadership and Responsibility to the company.

EDUCATION			
QUALIFICATION	SCHOOL/ COLLEGE	YEAR OF PASSING	PERCENTAGE / C.G.P.A
MBA	Sathyabama Institute Of Science &Technology	MAY 2022	9.75(upto last sem)
B.COM	Sathyabama Institute Of Science &Technology	2020	97% - FIRST CLASS EXEMPLARY
HSC	Manuelmony Matric. Hr. Sec. School	2017	96% - TOPPER
SSLC	Sunbeam Matric. Hr. Sec. School	2015	97% - TOPPER

EXPERIENCE	
DURATION	ORGANIZATION NAME, DESIGNATION & JOB RESPONSIBILITIES
03.07.2017 – 12.08.2018	SEVA BHARAT - Chennai, Tamilnadu Coordinator & Trainer - Adult Literacy Program ➤ Coordinating programs for adults such as Self employment program for women. ➤ Training adult (age 30+) with appropriate education to develop their skills in Literacy, Language, Maths and areas related to their goals and assigning various tasks such as handicrafts, candle making, tailoring, small business activities
26.08.2019 – 26.09.2019	POWER MAGIC ELECTRONICS PRIVATE LIMITED - Chennai, Tamilnadu. INTERN – Finance & Marketing ➤ Processing & Verification of accounting related information and follow up the audit process. ➤ Preparation of monthly & weekly financial reports, ➤ Managing the employee forms, billing, project tracking. ➤ Maintaining database in spreadsheets and generating tally reports. ➤ In marketing division, preparing pamphlets, videos, posters for advertising.
16.01.2020 – 12.03.2020	POWER MAGIC ELECTRONICS PRIVATE LIMITED - Chennai, Tamilnadu. INTERN – Production, Human Resource, Marketing & Finance ➤ Learned about the overview of various departments, interviewed employers & employees, ➤ Attended HR training and learned about salary components & benefits etc.,, ➤ Processing payroll, Attendance Maintenance, Employees data entry, ➤ Undertaking winding process in production dept & understanding Features of Production machines, ➤ Worked in customer service dept and handling calls, ➤ Preparation of Sales bill, Accounts maintenance, cash & bank book data entry, Journal entries on Tally software, Book keeping of sales & purchase of a day and finally completed internship project report with SWOT analysis.
04.05.2020 – 11.11.2020	Kabeeb & Co - Chennai, Tamilnadu. Accountant ➤ Maintain day to day books of Accounts in Tally, Bank Reconciliation Statement. ➤ Maintain Internal Audit: Store And Accounts Book, Journal Entry Sale, Purchase & Exp Invoice, ➤ Preparation of financial statements, Filling returns,applying 12AA, 80G, FCRA returns.
15.05.2021 – 15.07.2021	POWER MAGIC ELECTRONICS PRIVATE LIMITED - Chennai, Tamilnadu. Accounts Officer ➤ Maintained accounts payable data as it is received to keep up-to-date records of incoming payment, ➤ Contact and interact with customers who have failed to make payments, providing reminders. ➤ Manage payroll, keeping track of employee hours, overtime, and pay rates, entering information into spreadsheets, and creating reports for management. ➤ Organize paychecks and distribute them via the delivery method employees have chosen. ➤ Processed information quickly and efficiently. Identified and fixed accounting mistakes on all forms. ➤ Managed financial information, coordinating with other accounting staff.
14.11.2021 – 15.12.2021	GJ PACKAGING PRIVATE LIMITED - Chennai, Tamilnadu. Payroll Officer & HR Recruiter ➤ Conducted interviews and recruited employees with good abilities. ➤ Prepared job descriptions for various positions. ➤ Tracked employee absences and created reports of this information. ➤ Managed and process the monthly main payroll for salaried employees through Tally. ➤ Ran the monthly supplemental payroll for hourly personnel, leave payout, over time and adjustments. ➤ Updated payroll records including salaries, promotions, deductions, taxes, insurance and retirement. ➤ Answered questions pertaining to all payroll and human resource issues and requests. ➤ Maintained employee confidence and protect payroll operations by keeping information confidential.
20.12.2022 - 20.03.2022	KH EXPORTS INDIA PRIVATE LIMITED - Chennai, Tamilnadu. INTERN – Research work & Human Resource ➤ Worked in HR team and recruited employees. Prepared job descriptions for various positions. ➤ Designed and maintained job postings on websites & social media. ➤ Coordinated with hiring manager and participated in the interviewing panel. ➤ Analyzed various job applications and filtered candidates through telephonic & one on one interviews. ➤ Communicated results to the candidate and the organization for all selections. ➤ Participated in various candidate selections and prepared an efficient interviewing schedule. ➤ I undertaken my MBA Final year Research Project on “A Study Of Relating Maslow’s Hierarchy Needs Theory With Employee Retention Towards Leather Industry”. During the course of time, I overviewed various departments, data collected from employees using questionnaire, interviewed employees,analyzed the retention strategies and successfully completed the Project Report.
15.03.2022 – 15.05.2022	KH EXPORTS INDIA PRIVATE LIMITED - Chennai, Tamilnadu. Project Lead – Footwear Division Led project team members in Leather shoes projects. Inspired and motivated team toward meeting company and project objectives and goals. Consulted with executives regularly. Held project meetings.
Freelancing as a Moderator for Events	INTERCONTINENTAL RESORT - Chennai, Tamilnadu. Hosting corporate events, business meetings, social events with good communication skills and engaging audience.

SOFT SKILLS
Excellent verbal and written Communication Skills Strong Leadership skills Doing works with timely manner Ability to deal with people diplomatically Capable in analyzing and solving problems Extensive knowledge in Organizing Management Goal oriented, Self Motivation, Team Player, creativity

AREAS OF INTEREST
Finance (Accounting) Human Resource Business Administration Employee Relations Project Management Research Work Fine Arts Volunteering events

CERTIFICATION COURSES & PROJECTS		
COMPUTER SKILLS		
COURSE NAME	CERTIFIED BY	DATE
TALLY FINANCIAL ACCOUTING CERTIFICATION ERP 9 TALLY – PLATINUM	ASTRO COMPUTER EDUCATION Secured “A+” Grade PAYROLL, BRS, VAT, COMPANY SECURITY PROCESS, MIS REPORTS, BUDGET & ALL TAXES	06.12.2017 – 06.03.2018
Mastery of MS OFFICE programs(Word, Excel, Powerpoint)	ASTRO COMPUTER EDUCATION Secured “A+” Grade	03.03.2013 – 03.07.2013
SPSS Certification	Educba	12.11.2021 – 12.12.2021
Programming Languages	C, C++, HTML	
COURSERA COURSES & GUIDED PROJECTS		
ORGANIZATIONAL DESIGN: KNOW YOUR ORGANIZATION”	COURSERA COURSE- 6 WEEKS MACQUARIE UNIVERSITY	JUNE 30 TH ,2020
FINANCIAL ACCOUNTING : FOUNDATIONS	COURSERA – UNIVERSITY OF ILLINOIS	JUNE 22 ND ,2021
MARKETING DESIGN WITH EASIL	COURSERA GUIDED PROJECT	JULY 1 ST ,2021
HIRING AND ONBOARDING EMPLOYES WITH CLICKUP	COURSERA GUIDED PROJECT	JULY 10 TH , 2021
BUILD A FULL WEBSITE USING WORDPRESS	COURSERA GUIDED PROJECT	JULY 1 ST ,2021
NPTEL & OTHER CERTIFICATION COURSES		
SOFT SKILL DEVELOPMENT	NPTEL ONLINE CERTIFICATION– 8weeks	AUG 2021
UNDERSTANDING MODERN BUSINESS AND ORGANIZATIONS	FUTURE LEARN – UNIVERSITY OF STRATHCYCLE(6 WEEKS)	JAN 2 ND ,2022
REMOTE WORK AND VIRTUAL COLLABORATION PROFESSIONAL CERTIFICATE	Certiprof	24.01.2021
CRITICAL THINKING FOR BETTER JUDGEMENT AND DECISION MAKING	Linkedin Learning	15.06.2021
ONLINE TRAINING ON ADVANCED EXCEL	Internshala Trainings	JULY 2021
ONLINE TRAINING ON BUSINESS COMMUNICATION SKILLS	Internshala Trainings	JULY 2021
COURSE ON “ CORPORATE FINANCE”	EDUCBA	MAY 2021
TRAINING COURSE ON FINANCIAL MARKETS	Shine Projects	11.05.2021
PROJECTS		
A PROJECT REPORT ON PRODUCTION COMPANY – OVERVIEW OF DEPARTMENTS	UG PROJECT – Power Magic Electronics Private Limited	COMPLETED (3 Months)
AN IMPACT OF COVID 19 TOWARDS MSME IN 3 ZONES OF CHENNAI	PG MINI PROJECT – MSME Business in Sholinganallur, Adyar & Perungudi	COMPLETED (2 Months)
A STUDY OF RELATING MASLOW’S HIERARCHY OF NEEDS WITH EMPLOYEE RETENTION TOWARDS LEATHER INDUSTRY	PG FINAL PROJECT – KH Exports India Private Limited	COMPLETED (3 Months)

COMPETITIONS		
NAME	PRIZE & ORGANIZED	DATE
Spellbee International School Level Competition	SECOND PLACE	2012 – 2013
GRAMMAR COMPETITION	THIRD PLACE	2014
English Elocution Competition	FIRST PLACE WITH AWARD	2016
English Elocution Competition	THIRD PLACE WITH AWARD	2017
Pattimandram “ Ariviyal akkathirka/ alivirka”	FIRST PLACE WITH AWARD	2016
Pattimandram “ Kudankulam”	TEAM GOT FIRST PLACE	2015
ESSAY WRITING	MAGNUM OPUS BY LINGUISTIC AND ARTISTIC INNOVATION COUNCIL	22 ND DEC 2020
NON – TECHNICAL EVENTS		
Sports(Throw ball, badminton, kho kho)	Certificates with honors	2012 - 2016
ART COMPETITION	LAKSHYA TUTORIALS – 3rd place	05.04.2021
ELOCUTION COMPETITION	POST COVID COPING SKILLS – 2nd place	OCT 10,2021
PATRIOTIC DANCE COMPETITION	ONLINE ACADEMY OF ROTRACT CLUB	15 TH Aug, 2021
SOLO DANCE COMPETITION	ONLINE TALENT HUNT - 4	31 ST MAY
SPEECH COMPETITION	ISI UNIVERSITY ONLINE	27 TH JUNE

HIGHLIGHTS
CLASS REPRESENTATIVE(1ST -12TH) ---- ASPL(2017) ---- STUDENT AMBASSADOR B.Com & MBA(2017 – 2022) ---CLUB SECRETARY FINE ARTS(2016) ---- BEST OUTSTANDING STUDENT(2017) ---- CHOIR LEADER(2015 – 2017) --- CLUB MEMBER & VOLUNTEER (ED Club, Innovation Club, Rotract Club, Tamil Club ---- Sathyabama) ---- HOST (Many workshops & events) ---- KEYBOARDIST ----ORATOR --- ARTICLE WRITER ---- EDITOR(Videos,designing) ---- NSS Event Coordinator ---- SOCIAL WORKER

LIST OF ACHIEVEMENTS				
WORKSHOPS,SEMINARS,WEBINARS (TECHNICAL EVENTS)				
PARTICULARS	ORGANIZING COMMITTEE	DATE	ORGANIZED/ HOST	PARTICIPANT
INTERNATIONAL EVENT REPRESENTING INDIA - VIRTUAL INTERNATIONAL SOCIAL BUSINESS SUMMER PROGRAM (ISBSP 2021)	DAFFODIL INTERNATIONAL UNIVERSITY, BANGLADESH AND YUNUS BUSINESS CENTRE.	AUGUST 14 TH TO AUGUST 18 TH 2021		✓
MEGA ALUMNI TALK SERIES ON “ ENRICHMENT TO EMPLOYABILITY SKILLS”	Sathyabama Institute of Science & Technology - SOMS	SEPT 24 TH to OCT 10 TH 2021	✓	✓
SIX DAYS PRODUCTS AND SERVICES BASED ED PROGRAM	IIC, EDC, SOMS	DEC 20 TH to DEC 27 TH 2021	✓	✓
ONE WEEK CAREER COUNSELLING WEBINAR SERIES	Sathyabama Institute of Science & Technology - SOMS	JAN 5 TH to JAN 12 TH , 2022	✓	✓
ONE WEEK WORKSHOP ON “RESEARCH METHODOLOGY AND DATA ANALYSIS	Sathyabama Institute of Science & Technology - SOMS	JAN 3 RD to JAN 7 TH ,2022	✓	✓
GUEST LECTURE ON “ Performing to Potential – A journey from a commodity”	Sathyabama Institute of Science & Technology - SOMS	13.01.2022	✓	✓
ONE WEEK WEBINAR SERIES ON ESSENTIAL LIFESKILLS	Sathyabama Institute of Science & Technology - SOMS	FEB 10 TH to FEB 17 TH ,2022	✓	✓
ONLINE TRAINING ON “TWO WHEELS ONE LIFE”	NSS – Sathyabama & United Way Mumbai	FEB 16 TH to FEB 28TH	✓	✓
ONE WEEK WORKSHOP ON “Imperatives In Management Education”	Sathyabama Institute of Science & Technology - SOMS	1 st APR – 8 TH APR, 2022	✓	✓
ONE WEEK “INTRODUCTION TO COMPUTERS” TRAINING	SPOKEN TUTORIAL PROJECT, IIT BOMBAY	NOV 22 ND to NOV 27 TH 2021		✓
FIT INDIA FREEDOM RUN	My GOV	09.02.2022		✓
“HR CONCAVE – IGNITIA 2021	Patrician College Of Engineering	21 ST MAY 2021		✓
WORKSHOP ON “ A ROAD MAP TO MBA PROJECTS”	Vidya Jyothi Institute of Technology	21 st May 2021		✓
INTERNATIONAL WEBINAR ON “SERVE TO CHANGE LIVES”	ROTARACT CLUB OF CHENNAI BHARATHI	29 TH Oct 2021		✓
BIO ENTREPRENEURSHIP SCOPE AND OPPORTUNITIES FOR WASTE TO VALUE	IITM BIO INCUBATOR	29 TH Oct, 2021		✓
WEBINAR ON “H2H MARKETING”	Pharma State ACADEMY	30.05.2021		✓
WEBINAR ON TRADING & INVESTMENT IN SHARE MARKET	Sathyabama Institute of Science & Technology - SOMS	APRIL 28 TH , 2021	✓	✓
CAREER TALK ON “ HOW TO ACE YOUR SUMMER INTERNSHIP”	INTERNSHALA	26.03.2021		✓
GRASPING GLOBAL INTERNSHIP WEBINAR	IIC - SATHYABAMA	10.03.2021		✓
ECONOMIC POST COVID WOMEN AND THEIR ROLE	SATHYABAMA FICCI	JULY 8 TH ,2021		✓
Deliver a Future forward talent experience	TOTAL REWARD CONCLAVE	Jan 24 th & 25 th 2021		✓
SG WOMEN MONTH 2021	STARTUP GRIND 2021	MAY 29 TH , 2021		✓
WEBINAR SERIES ON DECODING ENTREPRENEURSHIP	TAMILNADU ADVANCED TECHNICAL TRAINING INSTITUTE	07.12.2020 – 11.12.2020		✓
LIVE WEBINAR ON MANAGING EMOTIONS	Sathyabama Institute Of Science & Technology	03.08.2020	✓	✓
WEBINAR SERIES ON “ DECODING ENTREPRENEURSHIP”	TBI – Sathyabama Institute Of Science & Technology	07.12.2020 – 11.12.2020	✓	✓
NATIONAL LEVEL WEBINAR ON COVID 19 IMPACT ON CHILDREN”	Sengunthur Arts & Science College	20.07.2020.		✓
6 DAY WEBINAR SERIES ON “A JOURNEY WITH ENTREPRENEURS	Sathyabama Institute Of Science & Technology	29.07.2020 – 04.08.2020.	✓	✓
NATIONAL LEVEL WEBINAR ON “ DISCOVERING UNBREAKABLE RELATIONSHIP MANAGEMENT”	St. Anne's Arts And Science College	22.06.2020		✓
STOCK MARKET INVESTMENT FOR BEGINNERS AND SMALL SAVINGS INSTRUMENTS”	Sathyabama Institute Of Science & Technology	JULY 2 ND ,2020.		✓
THE NEED OF CAPACITY BUILDING TO FACE THE FUTRE CHALLENGES”	Sathyabama Institute Of Science & Technology	JULY 8 TH ,2020.	✓	✓
INNOVATONS IN AGRICULTURE FOR A SUSTAINABLE FUTURE OF AGRIPRENEURS”	Sathyabama Institute Of Science & Technology	JULY 10 TH 2020	✓	✓
ONE DAY WEBINAR ON “MY CORPORATE EXPERIENCE	Institution Innovation Council Sathyabama Institute Of Science & Technology	16 TH JULY 2020.		✓

WEBINAR ON “SAFETY 360”	Sathyabama Institute Of Science & Technology	10.06.2020		✓
INVENTORY MANAGEMENT IN MANUFACTURING INDUSTRIES	Sathyabama Institute Of Science & Technology	15.06.2020		✓
“VALUE ADDITION TO THE BUSINESS USING TPM TOOLS”	Sathyabama Institute Of Science & Technology	11.06.2020		✓
HOW TO START UP?”	Entrepreneurship Development Club	9 TH JULY 2019	✓	✓
“ONE DAY NATIONAL LEVEL WORKSHOP ON SENSITIZATION ON IPR”	School Of Management Studies Sathyabama Institute Of Science & Technology	22 ND JULY 2019	✓	✓
PESA PESA MATRAM	Thiruvalluvar Tamil Club	2019		✓
IN AND OUT OF SHARE MARKET”	Entrepreneurship Development Club, Sathyabama Institute Of Science & Technology	18 TH FEB 2019	✓	✓
RED- ROTARACT ENTREPRENEURSHIP DEVELOPMENT PROGRAM	Rotaract Club Of Zenith, Sathyabama Institute Of Science & Technology	24 TH MARCH 2018 & 25 TH MARCH 2019	✓	✓
YOUTH SUMMIT 2K19	Women’s Christian College	24 TH & 25 TH JANUARY 2019.		✓
ENANTRA – ENTREPRENEURSHIP MANTRA VERSION 3	Anna University	7 TH FEB TO 9 TH FEB 2019.		✓

QUIZ COMPETITIONS		
FINANCE FEST –BIZ QUIZ, DEBATO MATIC	VELLORE INSTITUTE OF TECHNOLOGY	13 TH & 14 TH NOV 2021
QUIZ PROGRAM ON BASIC ACCOUNTING	AACHI INSTITUTE OF MANAGEMENT & ENTREPRENEURIAL DEVELOPMENT	15 TH TO 20 TH JUNE 2020
ONLINE NATIONAL QUIZ CARNIVAL 2.0	Indian Institute of Management & Commerce	JUNE 2021
	COST ACCOUNTING QUIZ (56/60)	02.06.2021
	BUSINESS QUIZ (52/60)	31.05.2021
	RESEARCH METHODOLOGY QUIZ(57/60)	12.06.2021
	ECONOMICS QUIZ(55/60)	05.06.2021
	ACCOUNTS QUIZ(60/60)	13.06.2021
	MANAGEMENT ACCOUNTING QUIZ(56/60)	04.06.2021
	FINANCE QUIZ(56/60)	06.06.2021
	MATHEMATICS QUIZ(56/60)	11.06.2021
	STATISTICS QUIZ(55/60)	08.06.2021
	HUMAN RESOURCE MANAGEMENT QUIZ(41/60)	03.06.2021
	TAXATION QUIZ(49/60)	15.06.2021
	ENTREPRENEURSHIP AND STARTUP QUIZ(50/60)	19.06.2021
	ENGLISH QUIZ(59/60)	16.06.2021
	MARKETING MANAGEMENT QUIZ(53/60)	14.06.2021
	GK & CURRENT AFFAIRS(51/60)	20.06.2021
	COMPUTER SCIENCE QUIZ(58/60)	15.06.2021
NATIONAL LEVEL E – QUIZ PROGRAM MIND FEST 2021	Sri Ramakrishna College of Arts and Science, Coimbatore(Business Process Services and campus to Corporate Club – 95%)	23.08.2021
IFS – Forensic Investigation Quiz	International Forensic Sciences – pune	09.02.2022
Surya Namaskar QUIZ	Ministry of Ayush	JAN 2022
Water Quiz 2.0	National water Mission	JAN 2022
Natural Farming Quiz	Ministry of Agriculture	JAN 2022
Water Conservation Quiz	CSIR	JAN 2022
Energy Quiz	CSIR	JAN 2022
Disaster Mitigation Quiz	CSIR	JAN 2022
History Quiz	Ministry of Education	JAN 2022
Union Budget Quiz	My GOV	JAN 2022
TOURISM QUIZ	Dept of Tourism - Mizoram University	SEPT 24,2021
Various Quiz Competitions	Certificates & Honors (School)	2009 - 2015
COMPETITIVE EXAM		
Management Aptitude Test	All India Management Association	2020
UPSC ASPIRANT	JEPPIAAR IAS ACADEMY	undergoing
LANGUAGE TEST		
Core English Language Test	Track test	26.11.2020
Korean course with Billy korean	Cursa Certification	FEB 2022
MEMBERSHIP IN PROFESSIONAL BODIES		
IEEE MEMBERSHIP	NO. 98269004	
AIMA MEMBERSHIP	NO.S-202214001	
ORCID MEMBERSHIP	NO.0000-0002-7365-3171	
SKILL DEVELOPMENT PROGRAMS		
FASHION DESIGN COURSE	My captain	April 2021
PHOTOGRAPHY COURSE	Chris Bay – Cursa Certification	FEB 2022
APP CREATING COURSE	Celonis Academy online Professional course	JAN 2022

CONFERENCES & PAPER PUBLICATIONS	
CONFERENCES	
“Artificial Intelligence and its importance for future”, presented in the two days International Conference on Advancements in Technology, Business and Management organized by SIST, School of Management Studies, Chennai held on March 27-29,2019. The abstract was published in the Conference proceedings.pp.148.	
“A Study on business solutions for COVID 19 disruption towards MSME Business in Chennai”, presented in the two days International Conference on Innovative Business Practices in the Digital Era organized by Anna Adarsh College for women, Chennai held on March 09-10, 2022. The abstract was published in the Conference proceedings.pp.17.	
“A Study on Employee Retention Strategies and Factors with special reference to Leather Industry in Chennai”, presented in the International Conference on the Digital Era Canvas : Innovations and Challenges in Business” organized by the SA College of Arts & Science in association with IDE, University of Madras, IARA held on April 11-12, 2022. The paper was presented and the abstract was published in the Conference proceedings.pp.27.	
“ A Study of renovating the pyramid of needs and relating to employee retention towards Leather Industry in Chennai”, presented in the International Conference on Innovation and Circular Economy in Industry 4.0 organized by Bharat Institute of Higher Education and Research, Chennai held on April 28-29,2022. The abstract was published in the Conference proceedings.pg.	
SCOPUS INDEXED JOURNAL	
Lavanya M & Gracy S (2022), “ A Study of renovating the pyramid of needs and relating to employee retention towards Leather Industry in Chennai”, Tianjin Daxue xuebao: Journal of Tianjin University Science and Technology,ISSN : 0493-2137, Volume.55 Issue.No.05,2022,pg.. May 2022	
Lavanya M, Gracy S, Abila N & Abinisha L(2022), “ A Study on the Security Needs for Employees Retention towards Leather Industry in Chennai”, International Journal of Health Sciences : Science Scholar. ISSN : 2550 696X, Volume. Issue.No.,pg., IJHS - 850,May 2022.	
UGC INDEXED JOURNAL	
Gracy S & Lavanya M (2022), “A Study on the Business Solutions due to COVID 19 Disruption”, International Journal of Education : Rabindra Bharati University, ISSN : 0972 - 7175, Volume., Issue , pg., May 2022	
Gracy S & Lavanya M (2022), “A Study on Employee Retention Strategies and Factors with special reference to Leather Industry in Chennai”, Journal of Fundamental and Comparative Research : Journal of Kavikulaguru Kalidas Sanskrit University, Ramtek. ISSN : 2277-7067, Volume.8, Issue.No.XIX,pg., June 2022.	
Gracy S & Reema (2019) “Artificial Intelligence and its importance for future”, in the two days International Conference on Advancements in Technology, Business and Management organized by SIST, School of Management Studies, Chennai held on March 27-29,2019, ICATBM pg.148 – 154.	
BOOK CHAPTERS	
Gracy S & Lavanya M (2022), “A study on Women Empowerment through Self Help Group members with special reference to Sholinganallur Zone in Chennai” book chapter published in “ Empowering Women” by Dr.M.G.R.Educational and Research Institute, Chapter 17, pg.179 - 192., March 2022.	
Gracy S & Lavanya M (2022), “A Study on the Entrepreneurship Development in India: Opportunities and Challenges” book chapter published in “Empowering Women” by Thiruvalluvar College (Affiliated to Manonmaniam Sundaranar University, Tirunelveli), Chapter 21., May 2022.	

OTHER DETAILS	
Father’s Name	Rev.N.Stephen (Pastor & Social Worker)
Mother’s Name	Mrs.S.Blessy (Teacher)
Date of Birth	12.03.2000
Age	22
Gender	Female
Nationality	Indian
Religion	Christian
Marital Status	Unmarried

LANGUAGES
ENGLISH (Read, Write, Speak)
TAMIL (Read, Write, Speak)
HINDI (Speak)
KOREAN BASIC
HOBBIES
Reading, Dancing, Writing,
Photography, Gardening, Drawing,
Listening Music, Playing Keyboard,

REFERENCE :

DECLARATION

I hereby declare you that the above furnished details are true to the best of my knowledge and beliefs. I assure that I will do my best in all aspects.

Date : 01.05.2022
Place : Chennai


SIGNATURE

- Enclosed:
- Education Certificates & Marksheets.
 - Certificates of Experience, Achievements,Courses.
 - Copy of Govt ID & Address proof