

A STUDY ON STEERING TOWARDS EMPLOYEE RETENTION- EMPLOYEE LOYALTY MATTERS

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

VIDHYA P

(39410226)



SCHOOL OF BUSINESS ADMINISTRATION

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 - 2021



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **VIDHYA P (39410226)** who have done the Project work entitled "**A STUDY ON STEERING TOWARDS EMPLOYEE RETENTION- EMPLOYEE LOYALTY MATTERS**" under my supervision from January 2021 to March 2021.

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Submitted for Viva voce Examination held on _____.

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DECLARATION

I **VIDHYA P (39410226)** hereby declare that the Project Report entitled “**A STUDY ON STEERING TOWARDS EMPLOYEE RETENTION- EMPLOYEE LOYALTY MATTERS**” done by me under the guidance of **Dr. N. KUMAR, M.A., M.Phil., PhD., MBA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE:

PLACE:

VIDHYA P

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ABSTRACT

Employee loyalty can be defined as the employees being committed to the success of the organization and believing that their work is recognized in the organization. It mainly depends upon four factors such as Motivation, Commitment, Belongingness and Career Development of the employee. Many studies have been made in the areas to increase the loyalty of the employees in the organization so that the retention rate will be higher and costs to the company can be reduced to a greater extent. There are many training and development programs, attractive salary packages, flexible working hours; more benefits given to employees to make them feel organization is another home like place and also the employees must feel comfortable to come and work rather than seeing it as a punishment to work. Thus, this paper will focus on the factors that affect the loyalty of the employee and how much each factor influences the employee loyalty.

The aim of the study was to find the impact of the nature of the job on the loyalty of the employee. This study also finds out the relationship between the age and gender influencing on the loyalty of the employees in the service sector in the Chennai. This study also aimed to find if the factors influencing the loyalty of the employee differs across the department. In order to achieve the aim of the study questionnaire survey was used and the results show that there is an impact of nature of the job on the loyalty of the employee.

KEY WORDS:

Retention, Employee loyalty, Career development, Commitment, Motivation.

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CHAPTER 1

1.1 INTRODUCTION

Employees are an essential asset for all organizations, especially since they represent a significant investment in terms of finding, recruiting, and training along with the salaries, bonuses, healthcare plans, etc. The management of many organizations builds their training programs, compensation packages, performance appraisal and work flow based on their organization policy. Normally these strategies are planned for creating loyal employees since this prompts a progressively long stay. The more extended an employee works for an organization the more valuable and potential they become to the organization.

Employee retention is a vital issue and challenge to all the organizations now days. There are numbers of factors which promote the employees to stay or leave the organization. It may be external factors, internal factors, and the combined effect of both. Human resource practices count a lot in this regard. It is the need of the hour that hr. managers should identify the needs of the employee and then devises the retention strategies. One strategy does not fit to all as different individuals have different priorities. Hr. professionals face the vital challenge to retain talented employees. Employee retention is very critical to the long-term health of any organization. When an organization loses its talented employee it, lefts a negative impact on innovation, customer satisfaction, knowledge gain during the past years and on the profitability of the organization. moreover, replacing cost of another employee contribute a lot to the organization. It is the need of the hour that hr. managers should identify the needs of the employee and then devises the retention strategies. One strategy does not fit to all as different individuals have different priorities. Hr. professionals face the vital challenge to retain talented employees. Employee retention is very critical to the long-term health of any organization. When an organization loses its talented employee it lefts a negative impact on innovation, customer satisfaction, knowledge gain during the past years and on the profitability of the organization. Moreover, replacing cost of another employee contribute a lot to the organization.

Commitment

Organizational commitment is the bond that employees experience with their organization. In a broader aspect, employees who are committed to their organization usually feel a connection and believe that they fit in and understand the goals of the organization. This helps the employees to be more determined in what they work and enhance the efficiency which results in high productivity and they will turn to be more proactive in the workplace.

Motivation

Employee motivation is the important aspect at the workplace which leads to the enhanced performance of the department. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output. The amount of motivation the employee receives from his workplace is directly proportional to the number of years he/she stays in the organization.

Belongingness

The sense of belonging in the work environment leads to something beyond good vibes and friendships. Belonging is what permits employees to feel like they can be their authentic selves without having the fear of different treatment or punishment—and it has a great impact on performance and retention period of the employee.

Career development

Career development generally refers to personal efforts by an individual to learn and develop new skills that he can use to procure more salary, gain promotions and switch careers. Organizations that offer career advancements place a higher emphasis on retention of the employee. The general belief is that if you can motivate employees to enhance their knowledge and skills, the organization also eventually benefits.

1.2 INDUSTRY PROFILE

An effort by business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff. The retention of knowledge worker has become extremely critical for the success of a business organization in the present scenario especially in the service sector with lot of people interface.

HR department has to play a key role in designing the policies, practices and strategies, which can enable an organization to retain the human resources contributing significantly to the business. The present study examines the phenomenon of Worker Retention in the ITes sector in order to develop appropriate strategies, which can help the organizations in this sector to retain their valuable talent. The major objectives of the research are to study on retention of employee loyalty matters.

The services sector is not only the dominant sector in India's GDP (gross domestic product), but has also attracted significant foreign investment, has contributed significantly to export and has provided large-scale employment. India's services sector covers a wide variety of activities such as trade, hotel and restaurants, transport, storage and communication, financing, insurance, real estate, business services, community, social and personal services, and services associated with construction.

Large pool of skilled manpower, especially in the arears of IT and ITes, is available at a relatively low cost. A rapidly increasing youth population looking to migrate from agriculture to other sectors will be boon to the sector

Service sector is the largest recipient of FDI (foreign direct investment) in India with inflow that increases the investment.

The service sector consists of the soft parts of the economy such as insurance, government, tourism, banking, retail, education, and social services. In soft-sector

employment, people use time to deploy knowledge assets, collaboration assets, and process-engagement to create productivity, effectiveness, performance improvement potential and sustainability.

Service industry involves the provision of services to businesses as well as final consumers. Services may involve transport, distribution and sale of goods from producer to a consumer as may happen in wholesaling and retailing, or may involve the provision of a service, such as in pest control or entertainment.

Every economy consists of three sectors. They are primary sector (extraction such as mining, agriculture and fishing), secondary sector (manufacturing) and the tertiary sector (service sector). Economies tend to follow a developmental Progression that takes them from a heavy reliance on primary, toward the development of manufacturing and finally toward a more service-based structure. Historically, manufacturing tended to be more open to international trade and competition than services. As a result, there has been a tendency for the first economies to industrialize to come under competitive attack by those seeking to industrialize later.

Goods may be transformed in the process of providing a service, as happens in the restaurant industry or in equipment repair. However, the focus is on people interacting with people and serving the customer rather than transforming physical goods.

The simplest explanation for the growth of service industries is that goods production has become increasingly mechanized. Because machines allow a smaller workforce to produce more tangible goods, the service functions of distribution, management, finance, and sales become relatively more important. Growth in the service sector also results from a large increase in government employment.

1.3 STATEMENT OF THE PROBLEM:

An employee being the most important asset of the company, the process of retaining them is the hardest in the organization. It is important to see whether the employee is potential to the organization in two ways, first whether he/she is the right fit for the job and second how long will he/she stay with the organization. The latter part is more important, because if the employee doesn't have any sense of belongingness or commitment to the organization, then despite of the efforts put in the training of employee goes in vain and thus organization will suffer from both talent loss and financial loss.

1.4 NEED OF STUDY:

This study focusses on employee retention strategies as a predictor of organization performance rather than technology and also the extent to which people value, enjoy and believe in what they do. It also examines the future growth and employee value proposition.

1.5 SCOPE OF STUDY:

The scope of the paper can be increased by taking other industry sectors into the picture and also can be enhanced to other district to know how the factor influences loyalty according to the locations employee's work.

1.6 OBJECTIVE OF STUDY:

❑ PRIMARY OBJECTIVE:

- To study on steering towards employee retention strategies on employee loyalty matters.

❑ **SECONDARY OBJECTIVE:**

- To identify the employee's satisfaction level toward their jobs as well as organization.
- To identify major strategies which help the organization to motivate the employee to stay long period in the organization.
- To identify the employees career growth in their organization.
- To study on the major impact which is not a reason for an employee to leave the organization.
- To identify the factors that influence employee to change their job.

1.7 LIMITATIONS:

- The answer to the questionnaire largely depends upon the mind setup of the respondents.
- The sample size is limited to 150
- The study is done only in Chennai
- No direct Interaction with the organisation

CHAPTER 2

REVIEW OF LITERATURE

1. **Seema Mehta, Tarika Singh, S.S.Bhakar, Brajesh Sinha (2010)** said about the two dimensions for loyalty such as consistency and reliability which resulted in significant difference occurred due to career development motivation and satisfaction.
2. **Alam Sageer, Dr. Sameena Rafat, Ms. Puja Agarwal (2012)** did a literature survey of the major variables that are affecting the employee satisfaction and their impact on the organization and the outcome was employee attitude is directly related to the morale of the company and thus by strengthening the morale; performance and productivity can be increased.
3. **Lady Nadia Fremont, Wonder Agbenyo, Peter Adjei Darko (2018)** published a paper on impact of job satisfaction on employees' loyalty and commitment across manufacturing, finance and mining sectors and stated the results job satisfaction depends on workplace environment, rewards and recognition and empowerment respectively.
4. **Josee Bloemer, Gaby Odekerken-Schroder (2006)** presented a paper on the role of employee relationship proneness in creating employee loyalty which stated that it can be found by the customer loyalty and the workplace performance of the employee.
5. **Mr. M. Suresh, Dr. S. Mahalingam (2018)** published a paper on impact of employee loyalty towards organizational culture and performance which showed

that there is a significant impact on employee staying loyal and efficient in the company if the culture and performance is fit for the employee.

6. **Dr.k. Balaji Mathimaran, Prof. Dr. A. Ananda Kumar (2017)** stated that the factors like training and development, recognition and reward, competitive salary package and job security plays main roles in the terms of employee retention.
7. **Jyotsna Bhatnagar (2007)** published a paper on talent management strategy of employee engagement which showed that a good level of employee engagement will make the employee stay longer in the organization and make them create belongingness with the organization.
8. **Ms. Chetna Pandey, Mrs. Rajni Khare (2012)** published a paper on impact of job satisfaction and organizational commitment on loyalty of the employee which proved that loyalty indirectly influences the commitment of employee and work place satisfaction and helps in retention rate.
9. **Hytter (2007)** found that factors such as personal premises of loyalty, trust, commitment, identification and attachment with organization have direct affect on employee retention. She also explained that workplace factors such as leadership style, rewards, career opportunities, training and development skills, physical working conditions and balance between personal and professional life has an indirect affect on employee retention
10. **Dr. G. Balamurugan, (2016)** The study suggested that the employee retention has been quite challenge for IT-units and HRD should focus on Work pressure, Rewards and recognition retention strategies. Organizations must provide their employees with the best career advancement and opportunities, supervisor

support, working environment, work pressure, rewards, and recognition and should work on them.

11. **Kamal M.Y, (2017)** in his study suggested that public higher education needs to utilize their best talent holistically in order to get the benefits for the university development. In the meantime, public higher education also needs to revise their scheme and program that relate with retain their employee in order to get the Job Satisfaction. According to the findings, it shows that the current practice on retaining talent still in moderate level which it gives a lot of opportunities to improve. Therefore, university as well as Ministry of Higher Education must take progressive way to ensure their best talent is remain in the organization.
12. **Zhang Yanjuan, (2016)** The article attempted to make a summary on the employee turnover influence Factors and puts forward counter measures from personal factor, organization and work factor, social and economic factor.
13. **Modupe O. Oyetunde (2014)**, the objective of the study was to explore the factors influencing recruitment and retention of nurses in Lagos State Hospitals. Increment in salary and allowances rated the best influence on recruitment and retention of nurses in Lagos State. Lack of nursing leadership, sense of job security and work environment were the major factors influencing recruitment and retention of nurses. There is need for adequate human resource planning; increased efforts and formulation of policies that will improve recruitment and retention of nurses in Lagos State of Nigeria.
14. **Dr. K. Balaji Mathimaran & Prof. Dr. A. Anandan Kumar, (2017)** the study tries to review the various available literature and research work on employee retention and the factors affecting employee retention and job satisfaction among the employees. The findings of the study suggested that certain variables are crucial in influencing the employees' decision to either leave or remain in an

organization. Such variables include training and Development, recognition/reward for good performance, a competitive salary package and job security.

15. **N. Hemalatha & Dr. A. Savarimuthu (2013)**, the objective of this study was to assess the level of satisfaction of employee retention techniques at GB Engineering Enterprises PVT Limited., Trichy. The study found that there is no significant association between educational qualification of the respondents and their overall retention techniques. This indicates that majority 55 %t of the respondents felt that the retention techniques of management are high, and others felt it's low.

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

17. **Ian M. Taplin & Jonathan Winterton, (2007)**, The purpose of this paper was to examine the role that management style plays in retaining workers in a high labour turnover industry. Case study approach based upon extensive interviews with workers and managers derived from industry wide data set. Positive actions by management promote worker attachment to leaders and the organization and are crucial in sustaining work values that diminish the likelihood of turnover. Practical implications – Management style is a variable that is often overlooked in

shaping worker attitudes and is crucial to understanding why workers stay in these firms.

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

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

employee engagement, performance management, retention measures, and career development, hence; requiring an extensive review and modification of many administrative procedures which supposedly geared towards people management.

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

21. **According to Sinha & Sinha (2012)**, effective communication not only improves the identity the employee associated with the company but also creates an environment of openness and trust.

22. **According to a study conducted by Hausknecht, Rodda, & Howard (2009)**, they found that job satisfaction was the primary reason for retention of employees (51 percent of employees choose job satisfaction over other factors like extrinsic rewards, organizational commitment, lack of alternative etc.

23. **According to B. L. Das & Baruah (2013)** job satisfaction is achieved when the expectation of employees which he brings with him at the time of joining the organization matches with the reality.
24. **According to Jeffrey Hill et al. (2008)**, work flexibility can be defined as “the ability of workers to make choices influencing when, where and how long they engage in the work-related task”. If employees are given with the option of workplace flexibility, they will find options to balance their work and life.
25. **Satpal et al (2016)** in his study find out that work environment, family problems, compensation and relation with supervisors are the prominent factors that may be taken into consideration by an employee while planning for job change.
26. **According to Mehta et al. (2014)**, good performance appraisal not only help companies to keep a track on its employees it also helps individuals to improve their performance in their weak areas. A good performance appraisal results in a better employee-supervisor relationship resulting in a great place to work for. VIII.
EM
27. **Terera & Ngirande (2014)**, it is found that there is a strong relationship between job satisfaction and retention of employees giving the organization a clue to keep their employee satisfied.
28. **A study by Hong, Hao, Kumar, Ramendran, & Kadiresan (2012)** shows that a company with no compensation planning results in a poor working environment. Kumar & Arora (2012) states that 27 percent of employees, compensation was the primary reason for leaving the company.

29. **It is based on employee equity model (Cardy & Lengnick-Hall, 2011).** This model uses its employee as its internal customer and tries to maximize the value of association with them. It predicts that the more the organization spends on its customer to build a relationship, and socialization, the employees feel more identified with the vision and mission of the company and less likely to leave.

30. **Bode, Singh, & Rogan, 2015,** as a human being, we have different aspirations from the job. Traditionally, financial benefits tend to play a major role in the retention of employees, however with the passage of time the preferences of employees are changing. Some employees are preferring less payment over participating in corporate social initiatives, they also highlight the fact that there is a positive relationship between employee participation in the corporate social initiative and their level of motivation and further their identification with the company. This helps them to stay with the company for a longer time.

CHAPTER 3

RESEARCH METHODOLOGY

Research methodology is a to find out a given problem on a specific matter or a problem that is also referred as research problem. In methodology researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think the word “Methodology”, it is the way of searching or solving the research problem.

3.1 RESEARCH DESIGN:

Research design is a framework of research methods and techniques chosen by a researcher. The design allows researchers to hone in on research methods that are suitable for the subject matter and set up their studies up for success. The study is a descriptive research.

Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study. There are three ways a researcher can go about doing a descriptive research project, and they are:

- **Observational-** defined as a method of viewing and recording the participants.
- **Case studies-** defined as an in-depth study of an individual or group of individuals.
- **Survey-** defined as a brief interview or discussion with an individual about a specific topic.

3.2 SOURCES OF DATA:

Data Collection is a systematic process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes.

- **Primary data** was obtained through surveys using questionnaires.

A **questionnaire** is a research device or instrument that is made up of a series of questions which are closed-ended or open-ended. The goal is to collect relevant data from respondents which can then be used for a variety of purposes. The questionnaire was invented by the Statistical Society of London in 1838

- **Secondary data** was collected from Journals, Internet, Books and Databases.

3.3 SAMPLING SIZE:

The target population will be with no restriction to age, income or occupation. In this project a questionnaire of **30 questions** were surveyed on various demographic parameters and other parameters needed for the study targeting a sample of **150 respondents**. Responses are collected via **Google form**.

3.4 SAMPLING PLAN:

Sampling Plan A sampling plan is a definite plan for obtaining sample from a given population. It refers to the techniques or procedure the researcher would adopt in selecting items for the sample. A sampling plan is a defined outline of which the measurements will be taken at what times, on which material, on what manner and by whom.

3.5 SAMPLE DESIGN:

Sample design is a defined plan for obtaining a sample from a given population. It refers to the techniques or the procedure the researcher would adopt in selecting items for the sample. Sample design may lay down the number of items to be included in the sample i.e., the size of the sample.

In statistics, a **convenience sampling** is a probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher. The advantage of this type of sampling is the availability and the quickness with which data can be obtained.

3.6 PERIOD OF STUDY:

The period of study is for three months.

3.7 TOOLS USED FOR ANALYZE:

Chi-square:

The **Chi-Square** test is a statistical procedure used by researchers to examine the differences between categorical variables in the same population. Chi-square (χ^2) statistic is a test that will measure how a model compares to actual observed data. Chi-square tests are often used in hypothesis testing.

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

where:

c = Degrees of freedom

O = Observed value(s)

E = Expected value(s)

KOLMOGOROV SMIRNOV TEST (KS TEST):

A one-sample **KS test** is used to test whether sample comes from specific distribution. We can use this procedure to determine whether sample comes from population that is normally distributed.

The e.d.f. $\hat{F}_n$ is defined for all real numbers x to be

$$\hat{F}_n(x) = \frac{1}{n} \sum_{i=1}^n I[X_i \leq x],$$

The one-sample Kolmogorov-Smirnov statistic with respect to model F_0 is

$$M_{KS} = \sqrt{n} \max_x |\hat{F}_n(x) - F_0(x)|,$$

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1 PERCENTAGE ANALYSIS:

Table 4.1.1 Age of the respondents

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	20-30	84	56
2	30-40	48	32
3	40-50	14	9
4	Above 50	4	3
TOTAL		150	100.00

Source: Primary data

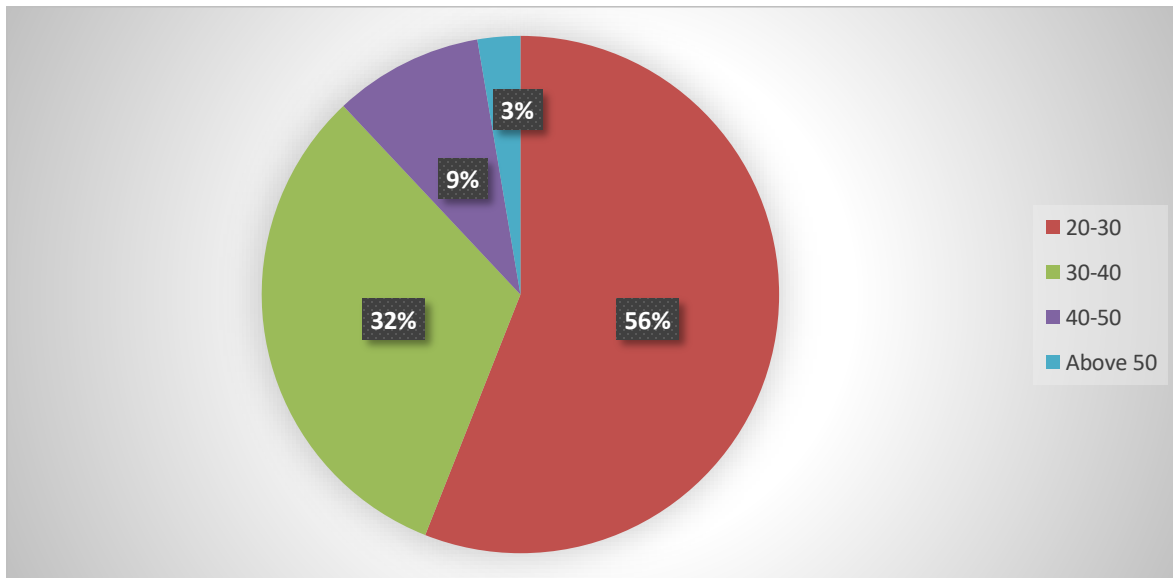


Chart 4.1.1 Age of the respondents

Interpretation

From the above table it is interpreted that the number of respondents between 20-30 is 56%, 30-40 is 32%, 40-50 is 9%, 50 above is 3%.

Inference

Majority (56%) of the respondents fall in the age category of 20 to 30 years.

Table 4.1.2 Gender of the respondents

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	MALE	83	55
2	FEMALE	67	45
TOTAL		150	100.00

Source: Primary data

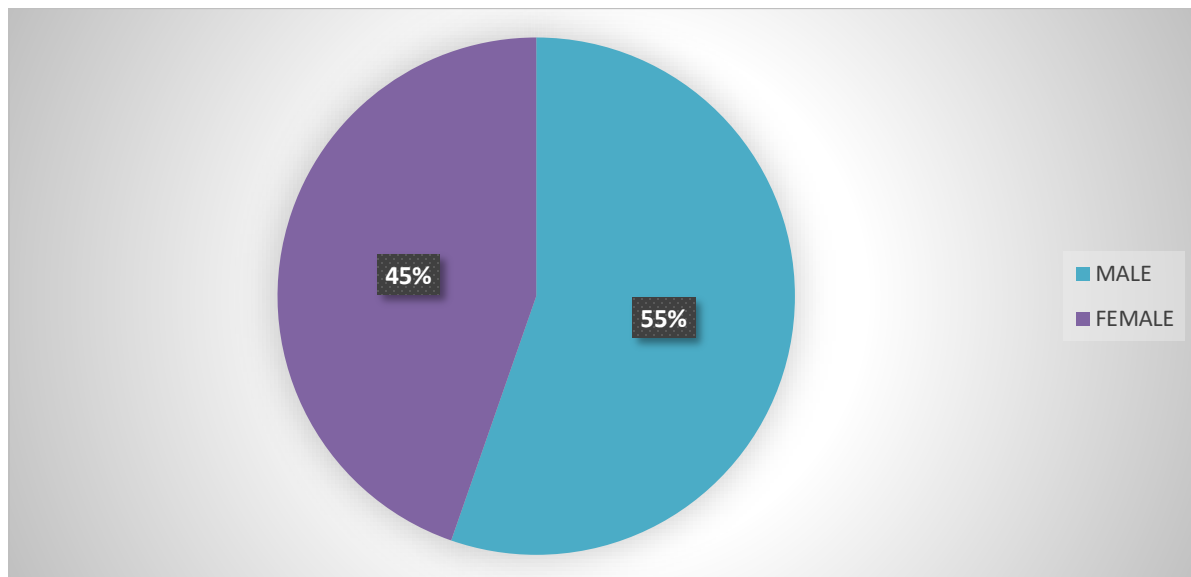


Chart 4.1.2 Gender of the respondents

Interpretation

From the above table it is interpreted that the number of male respondents is 55% and female respondent is 45%.

Inference

Majority (55%) of the respondents are Male.

Table 4.1.3 Qualification of the respondents

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	UG	82	55
2	PG	61	41
3	Professionally qualified	5	3
4	others	2	1
TOTAL		150	100.00

Source: Primary data

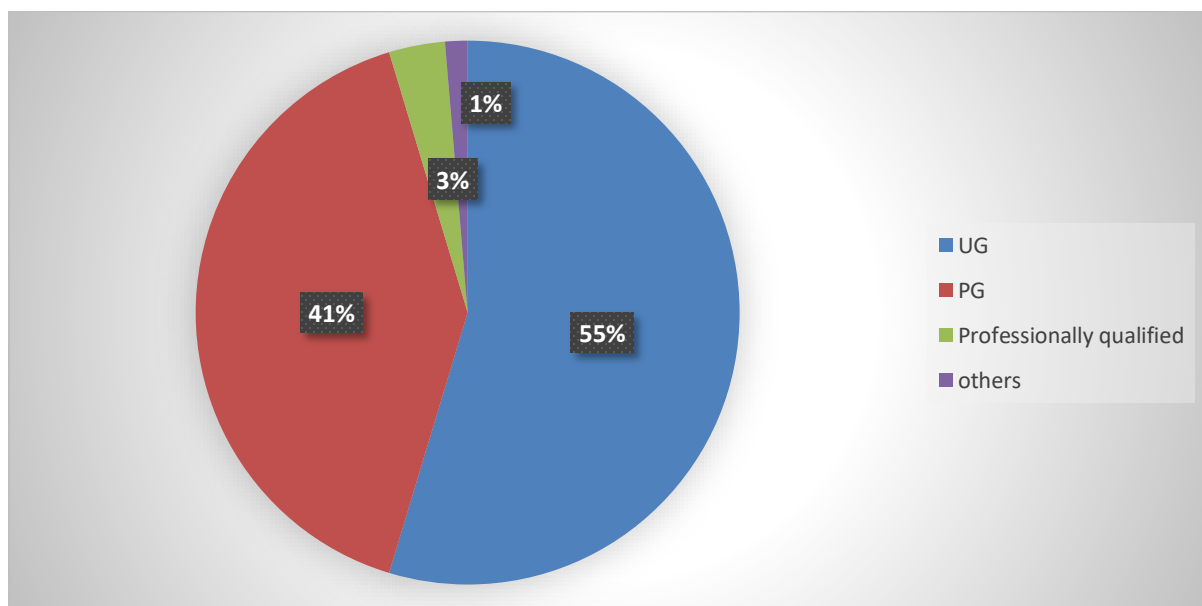


Chart 4.1.3 Qualification of the respondents

Interpretation

From the above table it is interpreted that the number of respondents UG is 55%, PG is 41%, professionally is 3%, others are 1%.

Inference

Majority (55%) of the respondents says UG for qualification.

Table 4.1.4 Marital status of the respondents

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	UNMARRIED	83	55
2	MARRIED	67	45
TOTAL		150	100.00

Source: Primary data

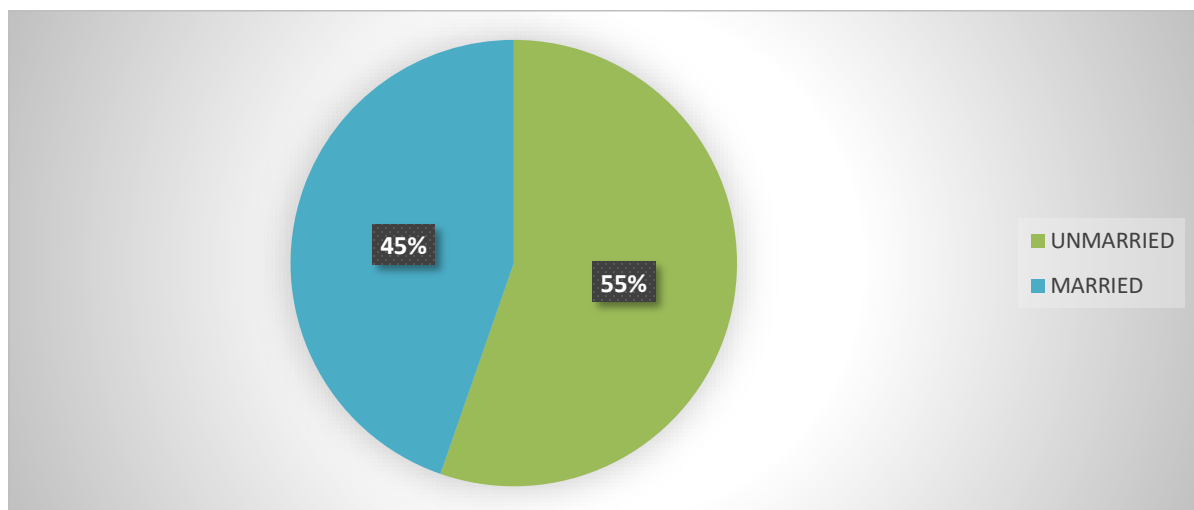


Chart 4.1.4 Marital status of the respondents

Interpretation

From the above table it is interpreted that the number of respondents were 55% in unmarried, 45% in married

Inference

Majority (55%) of the respondents are Unmarried

Table 4.1.5 Nature of job

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	HR and Admin Functions	38	25
2	Operations and Support Functions	30	20
3	Marketing and Customer Management	40	27
4	Finance and Related Functions	42	28
TOTAL		150	100.00

Source: Primary data

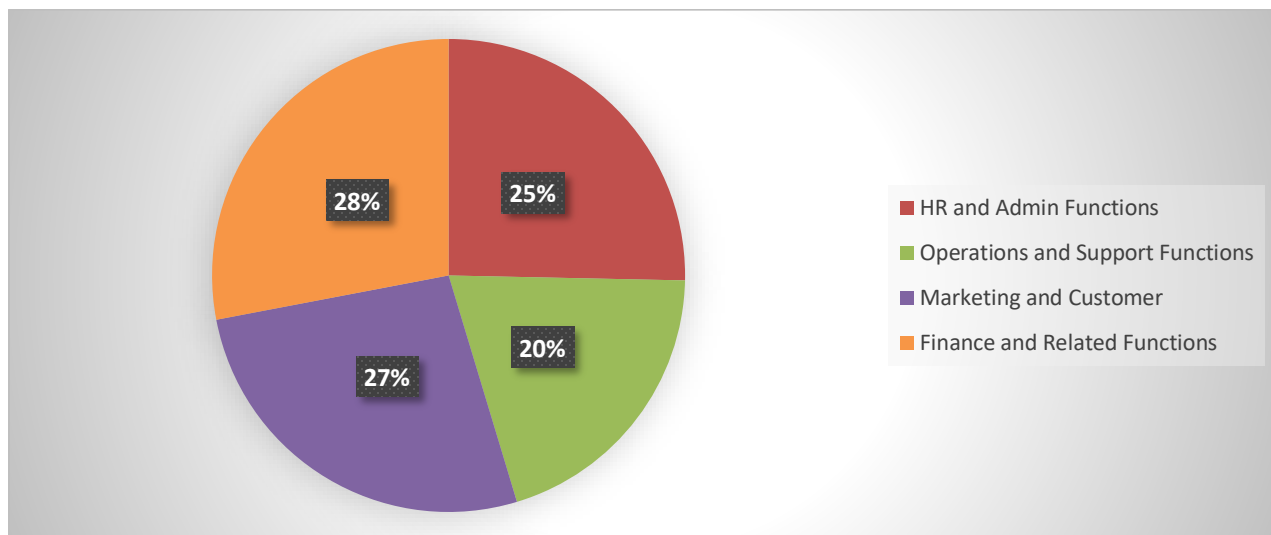


Chart 4.1.5 Nature of job

Interpretation

From the above table it is interpreted that the number of respondents HR and Admin Functions is 25%, Operations and Support Functions is 20%, Marketing and Customer Management is 27%, Finance and Related Functions is 28%.

Inference

Majority (28%) of the respondents says Finance and Related Function for nature of job.

Table 4.1.6 Salary per month

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Less than 25k	9	6
2	25k-35k	71	47
3	35k-50k	60	40
4	Above 50k	10	7
TOTAL		150	100.00

Source: Primary data

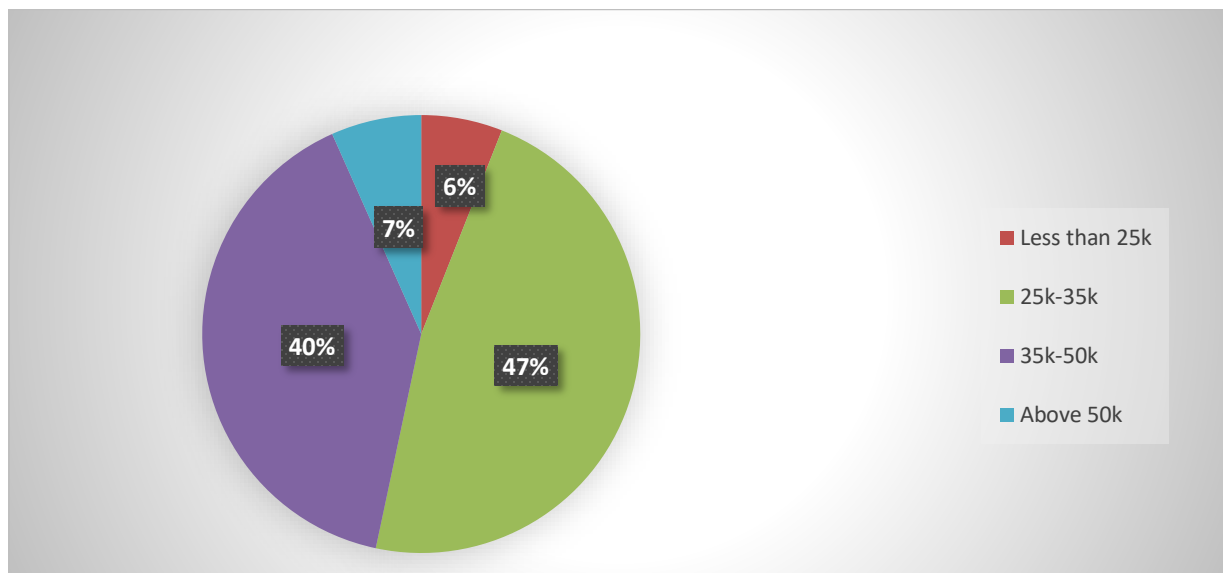


Chart 4.1.6 Salary per month

Interpretation

From the above table it is interpreted that the number of respondents Less than 25k is 6%, 25k-35k is 47%, 35k-50k is 40%, above 50k is 7%.

Inference

Majority (47%) of the respondents fall in the age category of 25k to 35k.

Table 4.1.7 Years working in this organization

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Below 1yr.	4	3
2	1 to 3yr.	79	52
3	3 to 5yr.	45	30
4	Above 5yr.	22	15
TOTAL		150	100.00

Source: Primary data

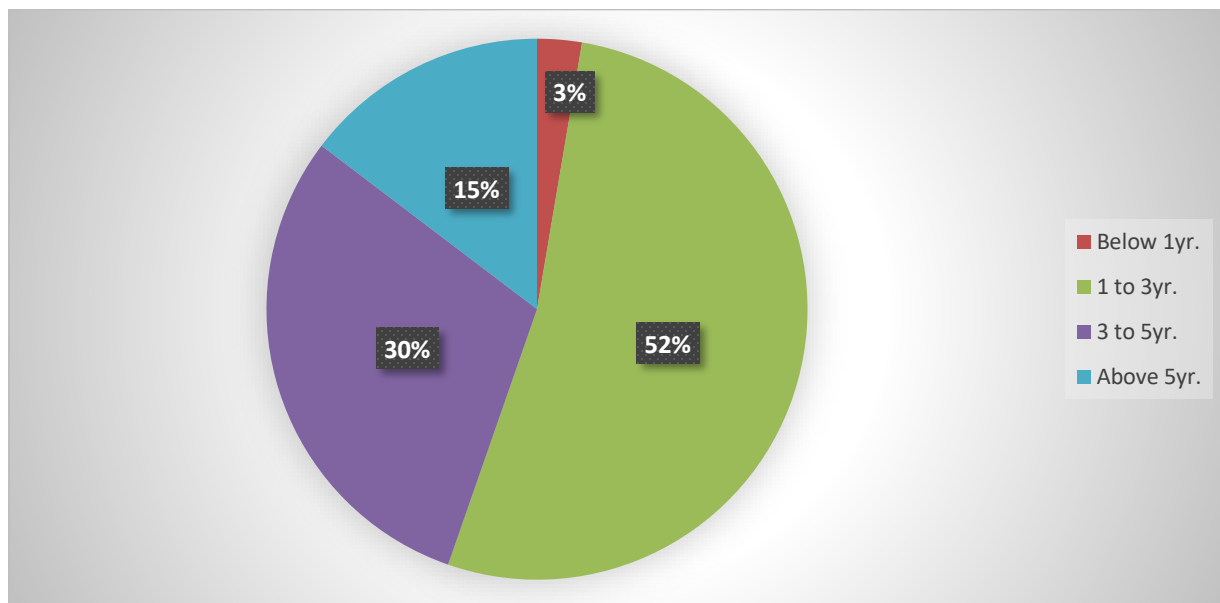


Chart 4.1.7 Years working in this organization

Interpretation

From the above table it is interpreted that the number of respondents below 1yr. is 3%, 1-3 year is 52%, 3-5 year is 30%, above 5 year is 15%.

Inference

Majority (52%) of the respondents fall in the category of 1-3 year for working in organization.

TABLE 4.1.8 Employee retention plays a vital role in the result of productivity

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	2	1
3	Neither agree nor disagree	68	46
4	Agree	66	44
5	Strongly agree	14	9
TOTAL		150	100.00

Source: Primary data

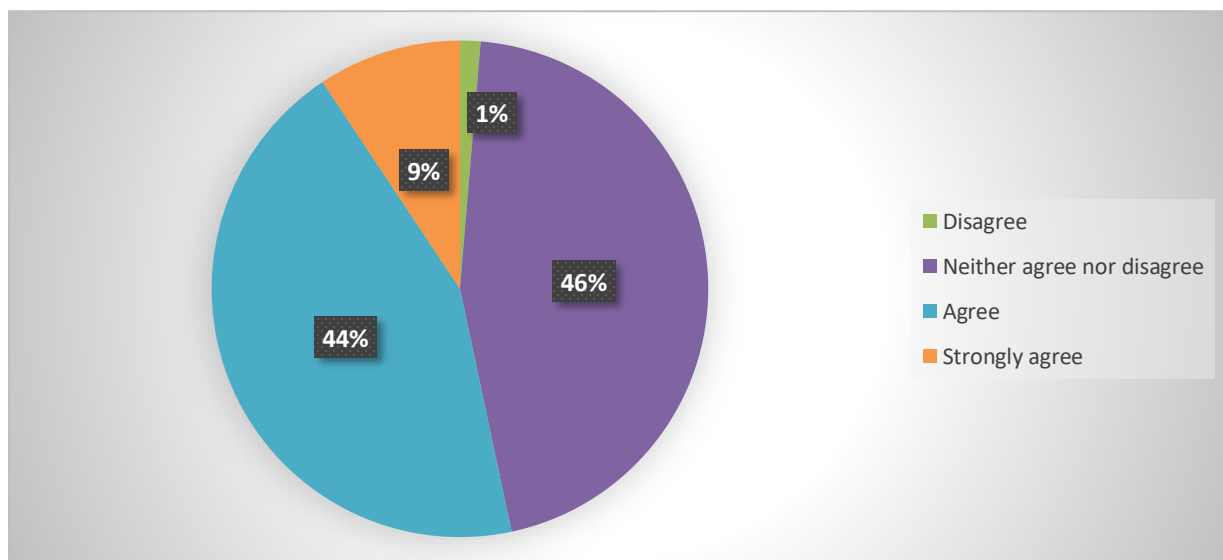


Chart 4.1.8 Employee retention plays a vital role in the result of productivity

Interpretation

From the above table it is interpreted that the 1% of respondents says disagree, 46% says neither agree nor disagree, 44% says agree, 9% says strongly agree.

Inference

Majority (46%) of the respondents says neither agree nor disagree for employee retention plays a vital role in the result of productivity.

Table 4.1.9 Training programs are linked with career growth

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	2	1
3	Neither agree nor disagree	63	42
4	Agree	72	48
5	Strongly agree	13	9
TOTAL		150	100.00

Source: Primary data

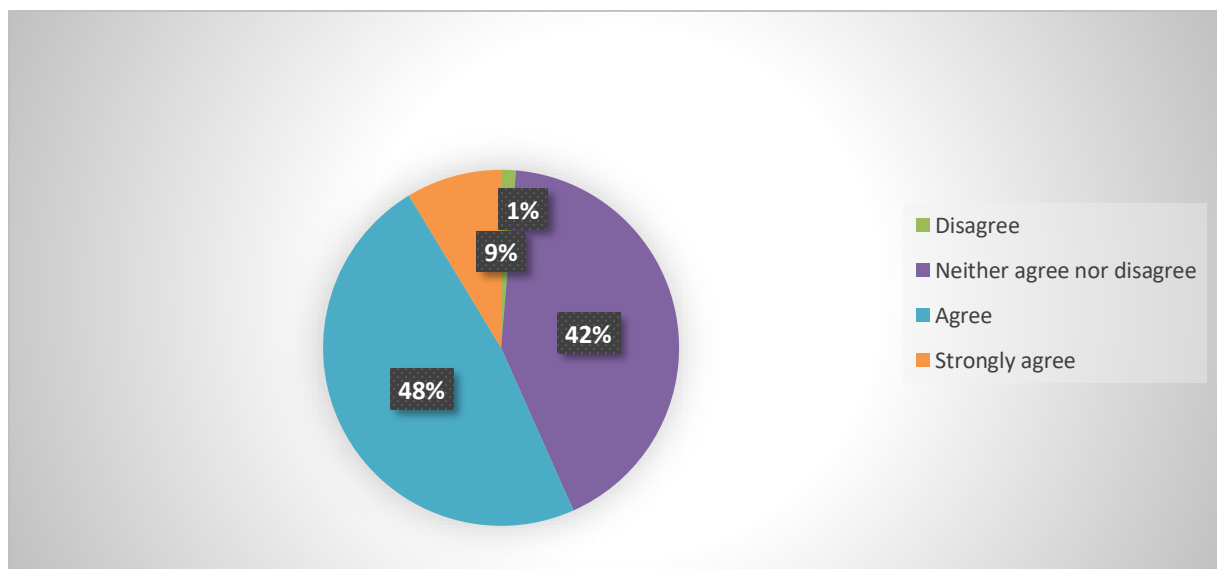


Chart 4.1.9 Training programs are linked with career growth

Interpretation

From the above table it is interpreted that the 1% of respondents says disagree, 42% says neither agree nor disagree, 48% says agree, 9% says strongly agree.

Inference

Majority (48%) of the respondents says agree for your training programs are linked with your career growth.

Table 4.1.10 To plan further career in the current company

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	1	1
2	Disagree	6	4
3	Neither agree nor disagree	63	42
4	Agree	71	47
5	Strongly agree	9	6
TOTAL		150	100.00

Source: Primary data

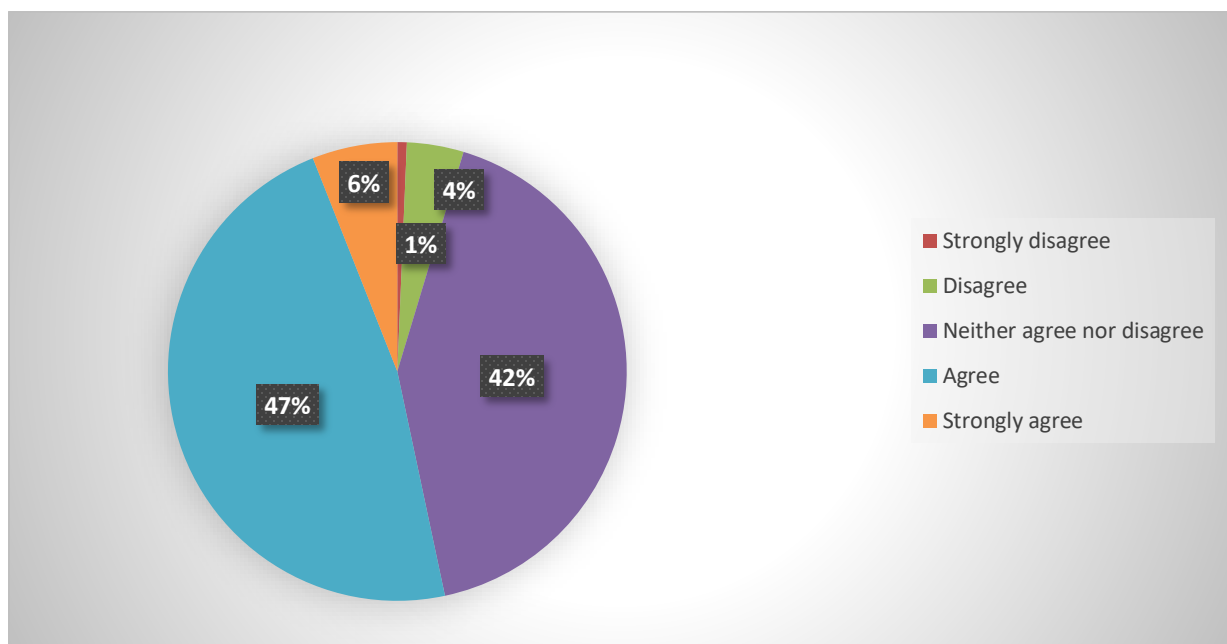


Chart 4.1.10 To plan further career in the current company

Interpretation

From the above table it is interpreted that the 1% of respondents says strongly disagree, 4% says disagree, 42% says neither agree nor disagree, 47% says agree, 6% says strongly agree.

Inference

Majority (47%) of the respondents says agree for plan your further career in the current company.

Table 4.1.11 The factors that motivate to remain in the organization

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Salary	8	5
2	Career development	17	11
3	Recognition & Respect	30	20
4	Job security	20	13
5	Retirement benefits	25	17
6	Reputation	22	15
7	Loyalty towards the company	28	19
TOTAL		150	100

Source: Primary data

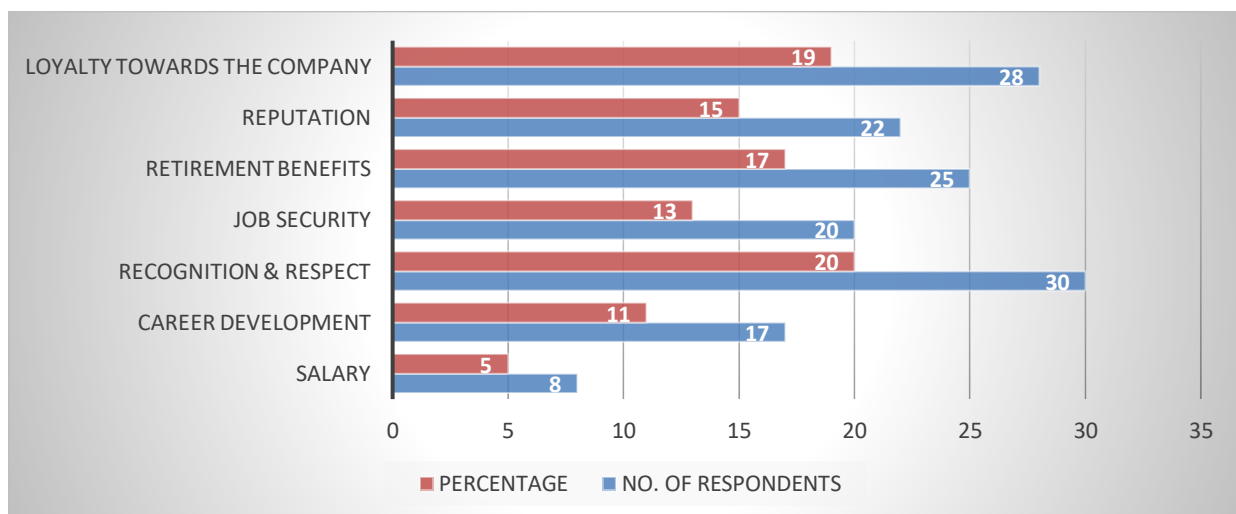


Chart 4.1.11 The factors that motivate to remain in the organization

Interpretation

From the above table it is interpreted that the 5% of respondents says Salary, 11% says Career development, 20% says Recognition & Respect, 13% says Job security, 17% says Retirement benefits, 15% says Reputation and 19% says Loyalty towards the company.

Inference

Majority (20%) of the respondents says Recognition & Respect.

Select the options from strongly disagree to strongly agree

Table 4.1.12 In 5 years, still growing with this company

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	4	2.6
3	Neither agree nor disagree	87	58.3
4	Agree	50	33.1
5	Strongly agree	9	6.0
TOTAL		150	100.00

Source: Primary data

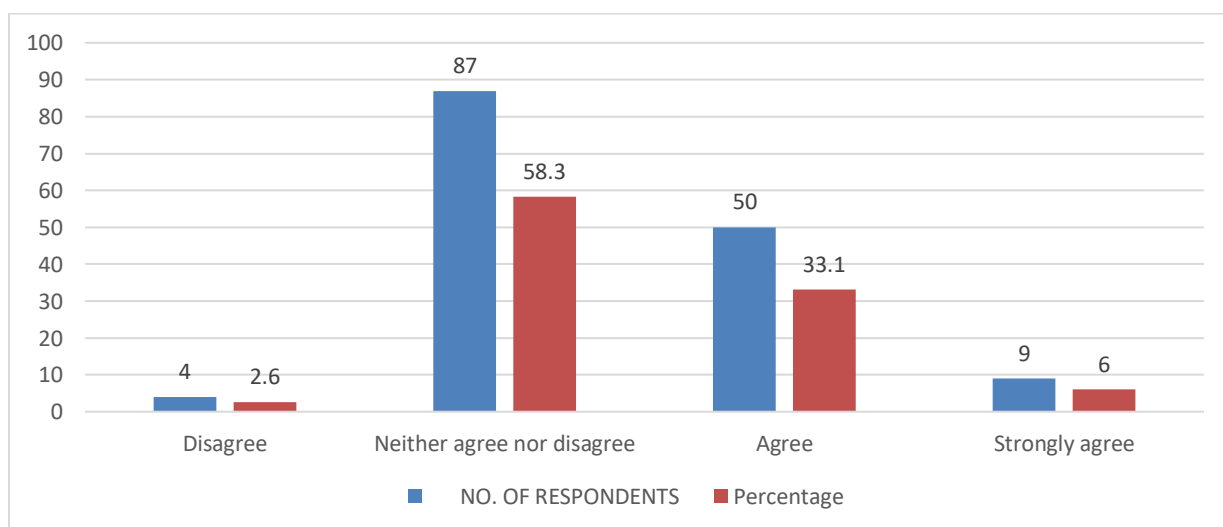


Chart 4.1.12 In 5 years, still growing with this company

Interpretation

From the above table it is interpreted that the 2.6% of respondents says disagree, 58.3% says neither agree nor disagree, 33.1% says agree, 6% says strongly agree.

Inference

Majority (58.3%) of the respondents says neither agree nor disagree for in 5 years I will be still growing with this company

Table 4.1.13 Take pride in my work

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	Nil	Nil
3	Neither agree nor disagree	57	37.7
4	Agree	87	58.3
5	Strongly agree	6	4.0
TOTAL		150	100.00

Source: Primary data

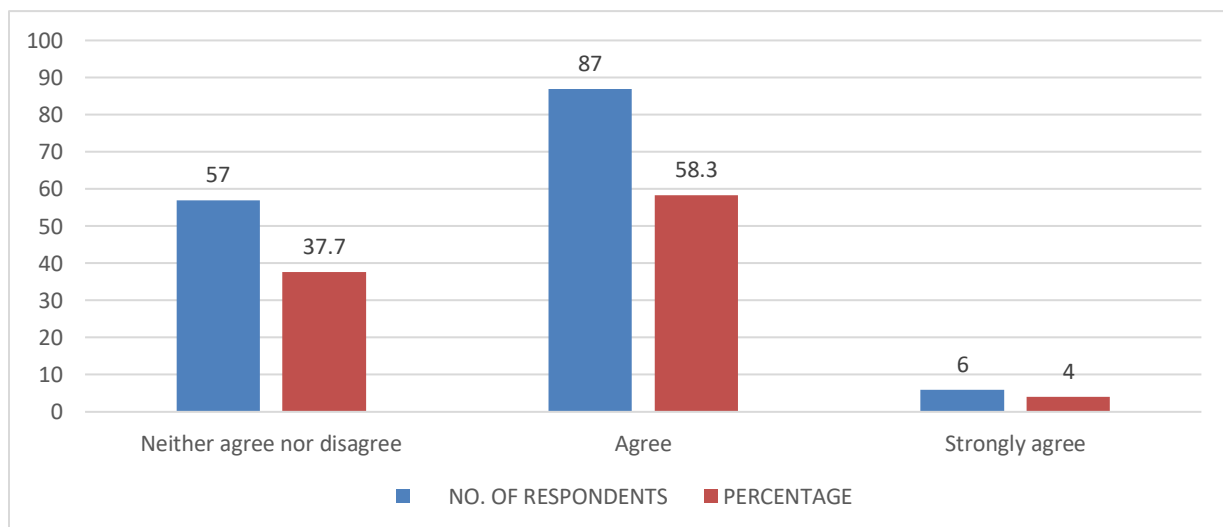


Chart 4.1.13 Take pride in my work

Interpretation

From the above table it is interpreted that the 37.7% of respondents says neither agree nor disagree, 58.3% says agree, 4% says strongly agree.

Inference

Majority (58.3%) of the respondents says agree for I take pride in my work

Table 4.1.14 Not changing the company if got another offer

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	4	2.6
2	Disagree	9	6.0
3	Neither agree nor disagree	42	27.8
4	Agree	88	58.9
5	Strongly agree	7	4.6
TOTAL		150	100.00

Source: Primary data

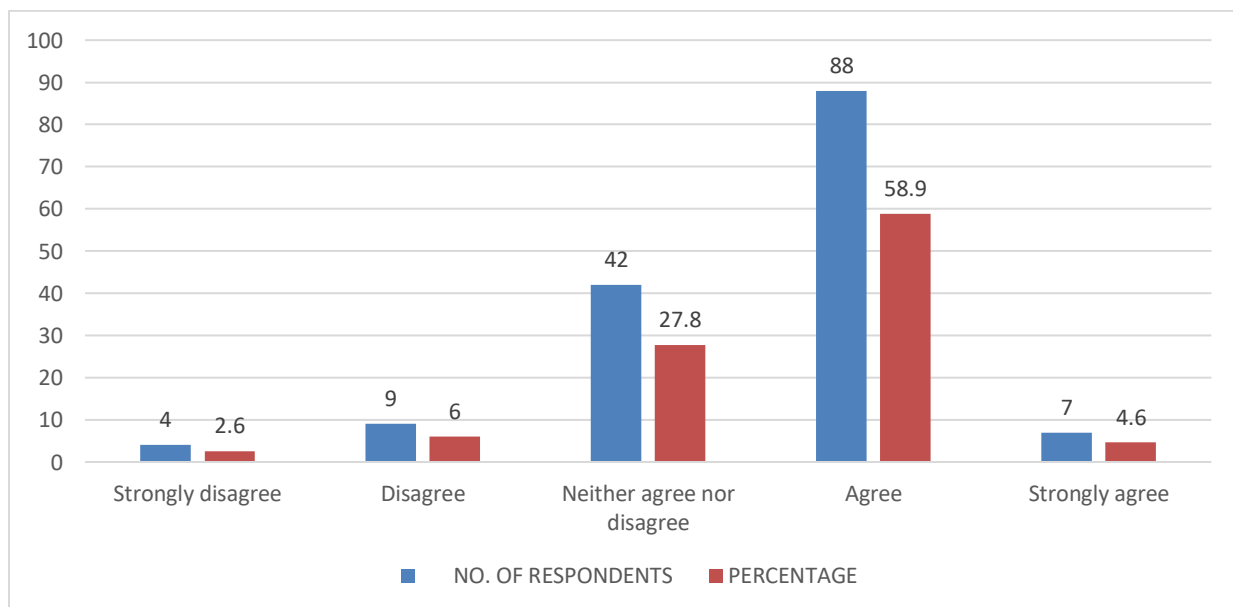


Chart 4.1.14 Not changing the company if got another offer

Interpretation

From the above table it is interpreted that the 2.6% of respondents says strongly disagree, 6% says disagree, 27.8% says neither agree nor disagree, 58.9% says agree, 4.6% says strongly agree.

Inference

Majority (58.9%) of the respondents says agree for I would not change my company if I got another offer

Table 4.1.15 Recommend this company to my friends

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	2	1.3
3	Neither agree nor disagree	65	43.7
4	Agree	75	49.7
5	Strongly agree	8	5.3
TOTAL		150	100.00

Source: Primary data

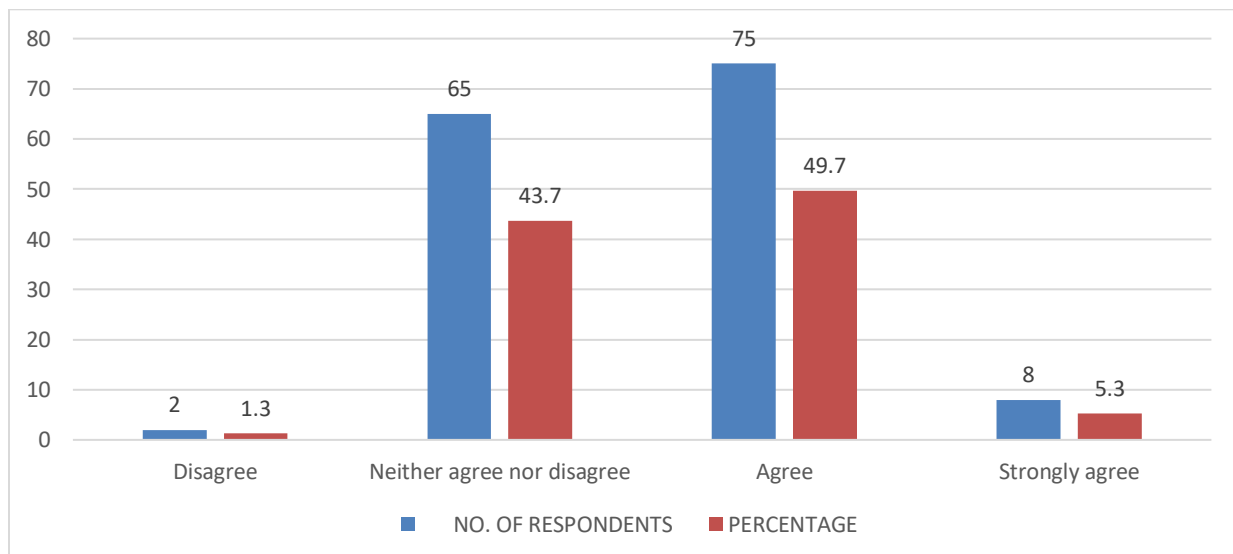


Chart 4.1.15 Recommend this company to my friends

Interpretation

From the above table it is interpreted that the 1.3% of respondents says disagree, 43.7% says neither agree nor disagree, 49.7% says agree, 5.3% says strongly agree.

Inference

Majority (49.7%) of the respondents says agree for I would recommend this company to my friends.

Table 4.1.16 Can further fulfil my career goals

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	1	0.7
2	Disagree	4	2.6
3	Neither agree nor disagree	79	52.3
4	Agree	59	39.7
5	Strongly agree	7	4.6
TOTAL		150	100.00

Source: Primary data

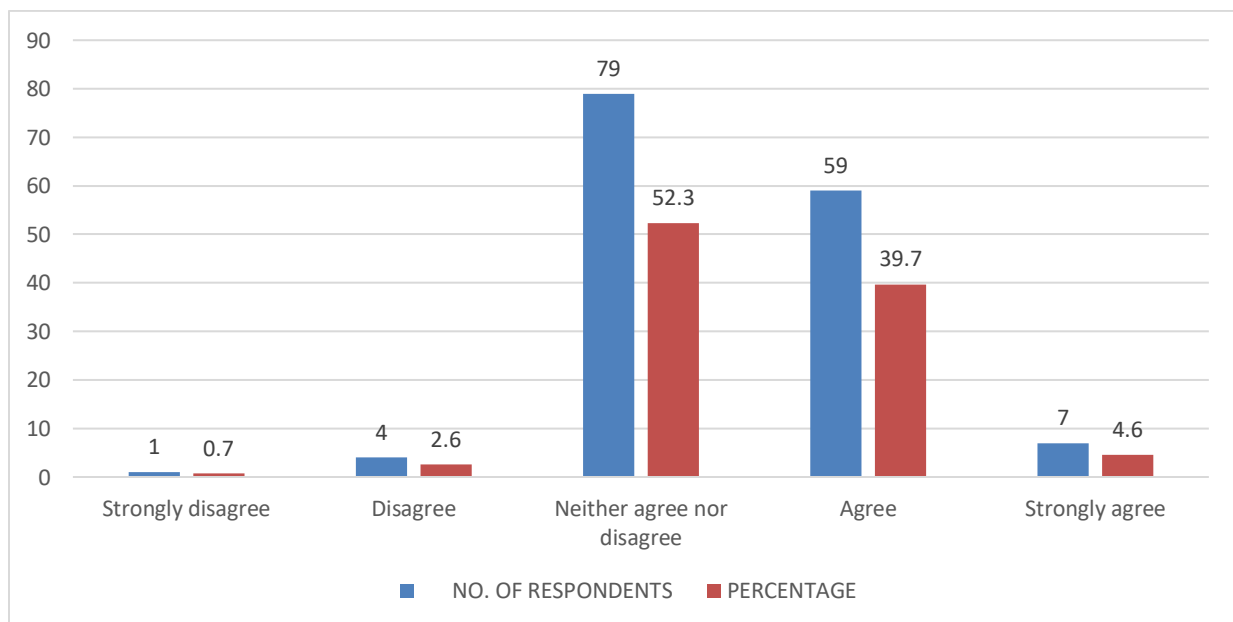


Chart 4.1.16 Can further fulfil my career goals

Interpretation

From the above table it is interpreted that the 0.7% of respondents says strongly disagree, 2.6% says disagree, 52.3% says neither agree nor disagree, 39.7% says agree, 4.6% says strongly agree.

Inference

Majority (52.3%) of the respondents says neither agree nor disagree for I can further fulfil my career goals

Table 4.1.17 Enjoy discussing about company to others

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	1	0.7
2	Disagree	4	3.3
3	Neither agree nor disagree	69	45.7
4	Agree	69	45.7
5	Strongly agree	7	4.6
TOTAL		150	100.00

Source: Primary data

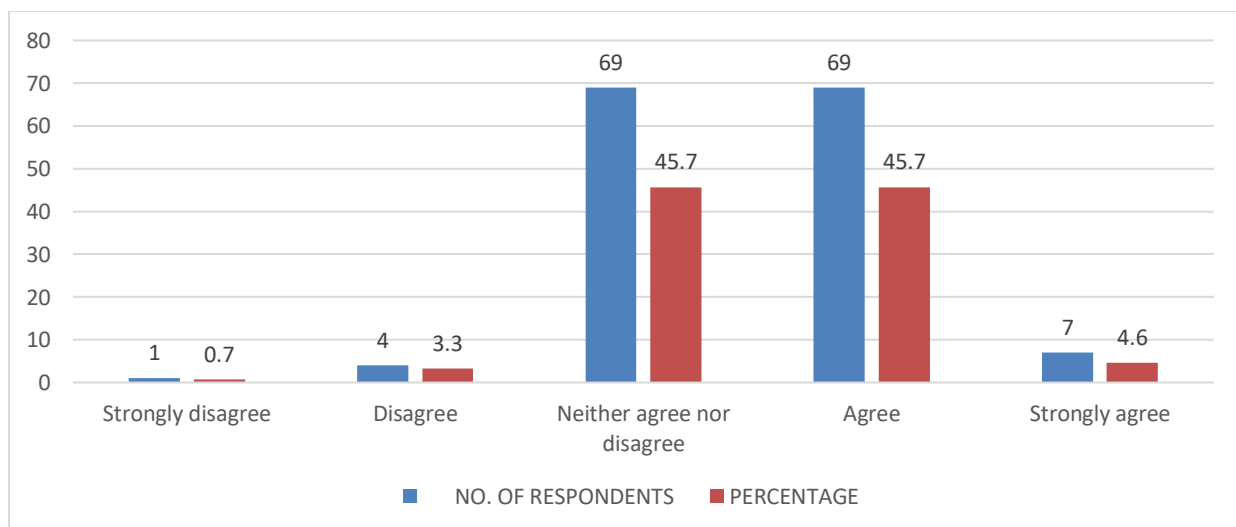


Chart 4.1.17 Enjoy discussing about company to others

Interpretation

From the above table it is interpreted that the 0.7% of respondents says strongly disagree, 3.3% says disagree, 45.7% says neither agree nor disagree, 45.7% says agree, 4.6% says strongly agree.

Inference

Majority (45.7%) of the respondents says neither agree nor disagree and agree for I enjoy discussing about my company to others

Table 4.1.18 Know and follow the rules and regulations

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	Nil	Nil
3	Neither agree nor disagree	70	46.4
4	Agree	70	46.4
5	Strongly agree	10	7.3
TOTAL		150	100.00

Source: Primary data

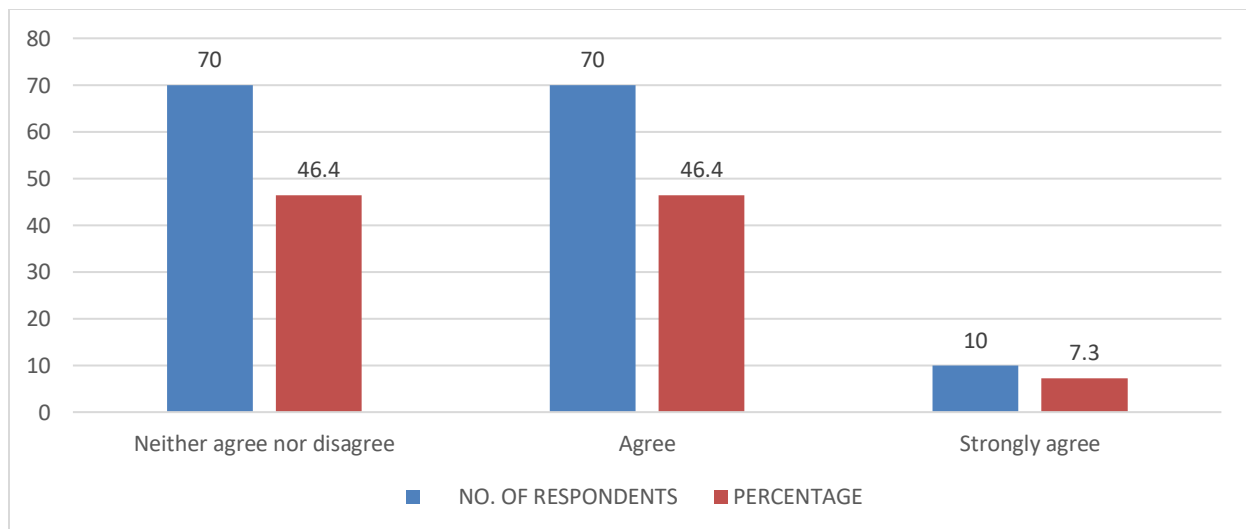


Chart 4.1.18 Know and follow the rules and regulations

Interpretation

From the above table it is interpreted that the 46.4% of respondents says neither agree nor disagree, 46.4% say agree, 7.3% says strongly agree.

Inference

Majority (46.4%) of the respondents says neither agree nor disagree and agree for I know and follow the rules and regulations

Table 4.1.19 To stay in this organization in future

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	3	2.0
2	Disagree	7	5.3
3	Neither agree nor disagree	68	45.0
4	Agree	66	43.7
5	Strongly agree	6	4.0
TOTAL		150	100.00

Source: Primary data

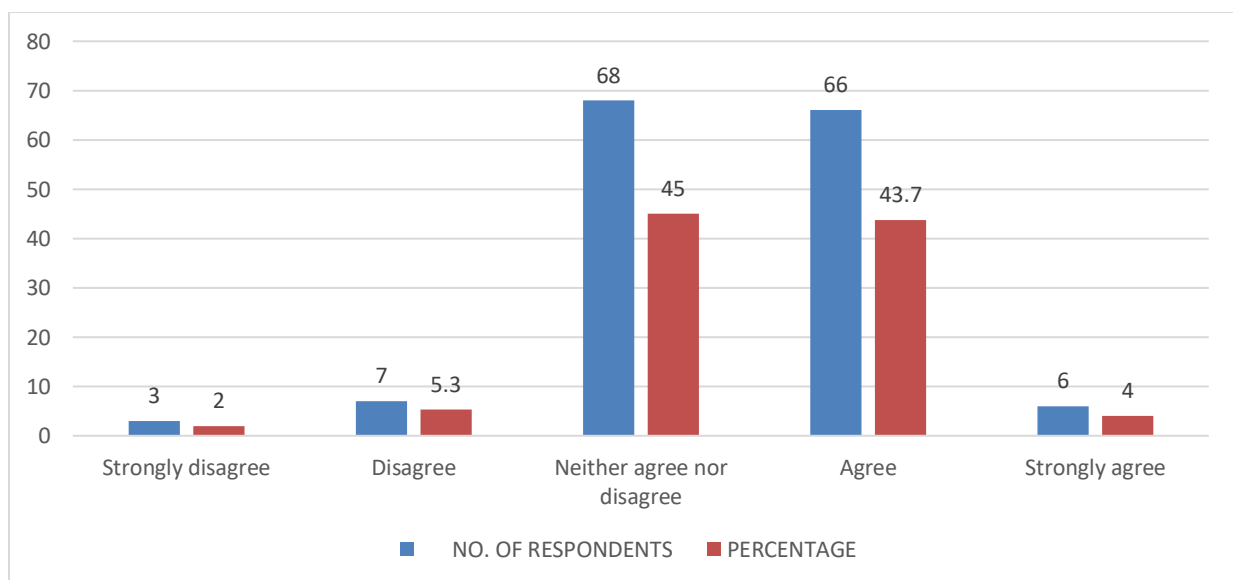


Chart 4.1.19 To stay in this organization in future

Interpretation

From the above table it is interpreted that the 2% of respondents says strongly disagree, 5.3% says disagree, 45% says neither agree nor disagree, 43.7% says agree, 4% says strongly agree.

Inference

Majority (45%) of the respondents says neither agree nor disagree for I would like to stay in this organization in future

Table 4.1.20 Happy with superior and will support him

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Strongly disagree	Nil	Nil
2	Disagree	2	1.4
3	Neither agree nor disagree	77	51.0
4	Agree	65	43.0
5	Strongly agree	6	4.6
TOTAL		150	100.00

Source: Primary data

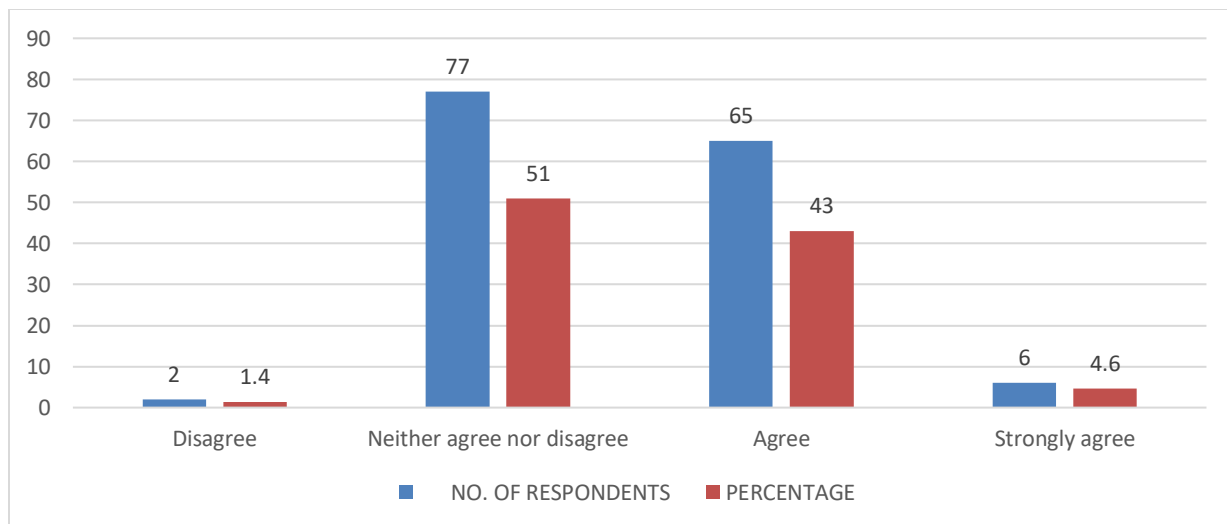


Chart 4.1.20 Happy with superior and will support him

Interpretation

From the above table it is interpreted that the 1.4% of respondents says disagree, 77% says neither agree nor disagree, 65% says strongly agree, 7% says strongly agree.

Inference

Majority (77%) of the respondents says neither agree nor disagree for I am happy with my superior and will support him

Table 4.1.21 Interpersonal relationships are encouraged in this organization

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Highly dissatisfied	Nil	Nil
2	Dissatisfied	2	1.3
3	Neither satisfied nor dissatisfied	36	24
4	satisfied	102	68
5	Highly satisfied	10	6.7
TOTAL		150	100.00

Source: Primary data

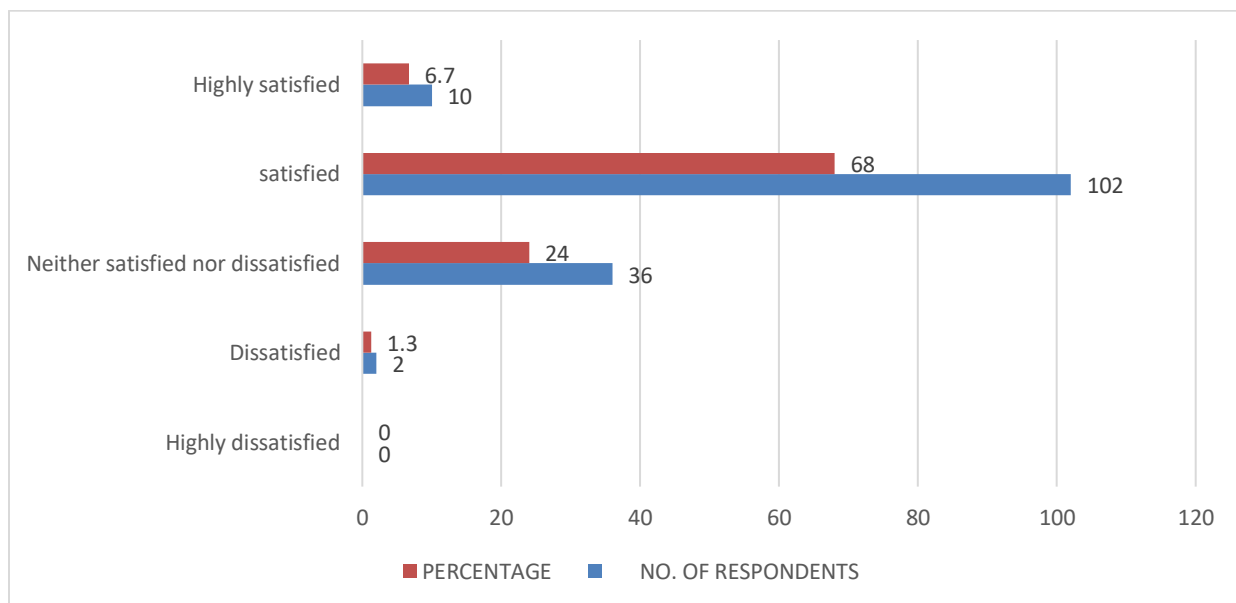


Table 4.1.21 Interpersonal relationships are encouraged in this organization

Interpretation

From the above table it is interpreted that the 6.7% of respondents says highly satisfied, 68% says satisfied, 24% says neither satisfied nor dissatisfied, 1.3% says dissatisfied.

Inference

Majority (68.00%) of the respondents says satisfied for Interpersonal relationships are encouraged in this organization.

Table 4.1.22 No. of swaps made in career (moving from one company to other)

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	1 to 3	49	33
2	3 to 5	27	18
3	Above 5	9	6
4	None	65	43
TOTAL		150	100.00

Source: Primary data

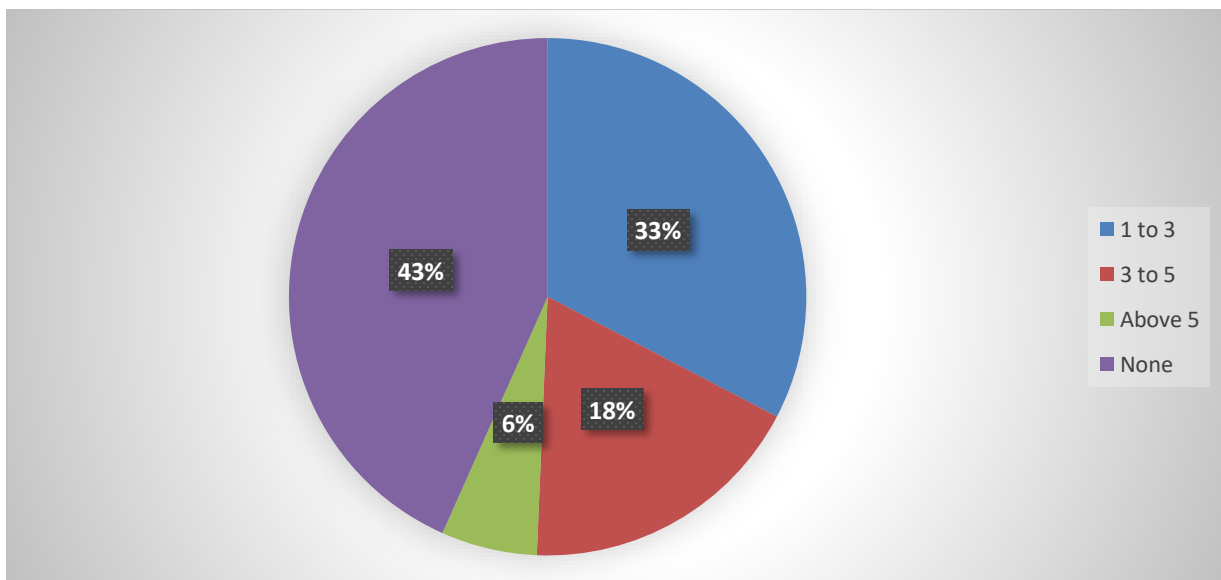


Chart 4.1.22 No. of swaps made in career

Interpretation

From the above table it is interpreted that the number of respondents between 1 to 3 is 33%, 3 to 5 is 18%, above 5 is 6%, none is 43%.

Inference

Majority (43%) of the respondents fall in the category of none for no. of swaps made in career

Table 4.1.23 The factors that influence to change the job

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Low salary	18	12
2	Low career growth	16	11
3	Conflicts with group	46	31
4	Others	70	46
TOTAL		150	100

Source: Primary data

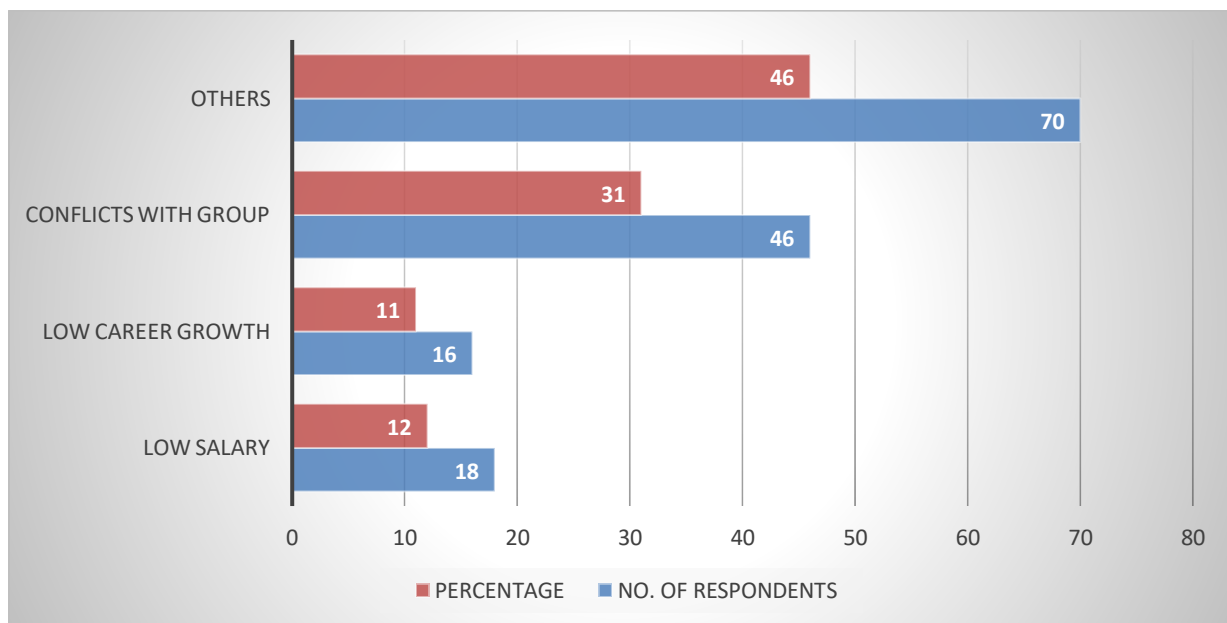


Chart 4.1.23 The factors that influence to change the job

Interpretation

From the above table it is interpreted that the 12% of respondents says low salary, 11% says low career growth, 31% says conflicts with group, from others 26% says Nil and 20% says maybe personal problem.

Inference

Majority (46%) of the respondents says others for the factors that influence you to change your job.

Rank the factor from major impact to not a reason for an employee to leave the organization

Table 4.1.24 No Salary hike

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Major impact	77	51.0
2	Minor impact	72	48.3
3	Not a reason	1	0.7
TOTAL		150	100.00

Source: Primary data

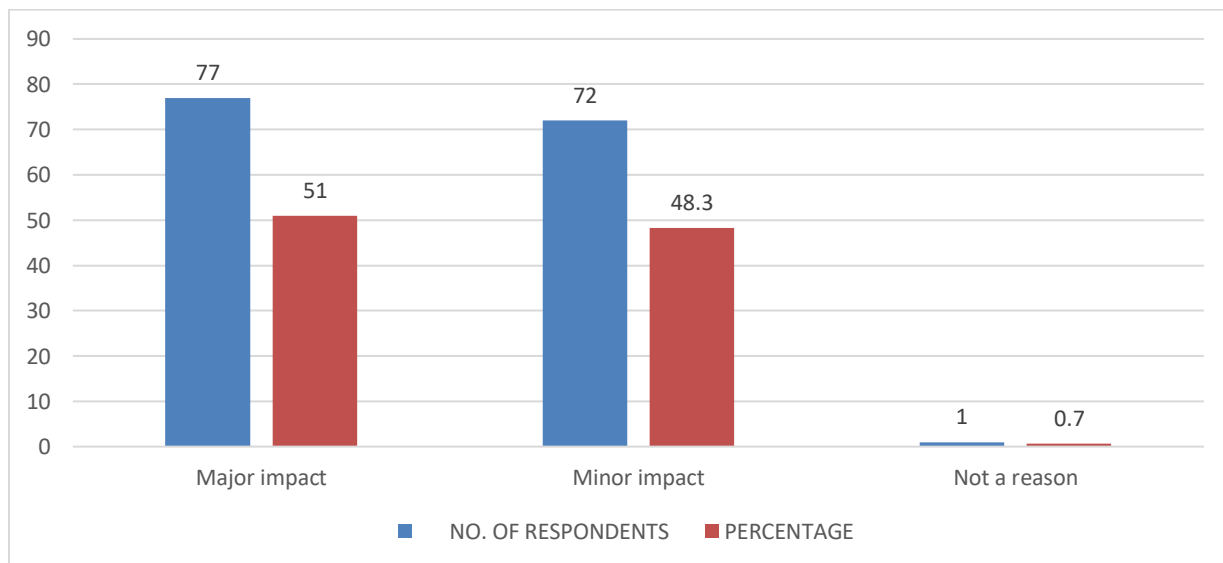


Chart 4.1.24 No Salary hike

Interpretation

From the above table it is interpreted that the 51% of respondents says major impact, 48.3% says minor impact, 0.7% says not a reason.

Inference

Majority (51%) of the respondents says Major impact for no salary hike

Table 4.1.25 No Training and Development

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Major impact	75	50.3
2	Minor impact	69	48.3
3	Not a reason	6	45.7
TOTAL		150	100.00

Source: Primary data

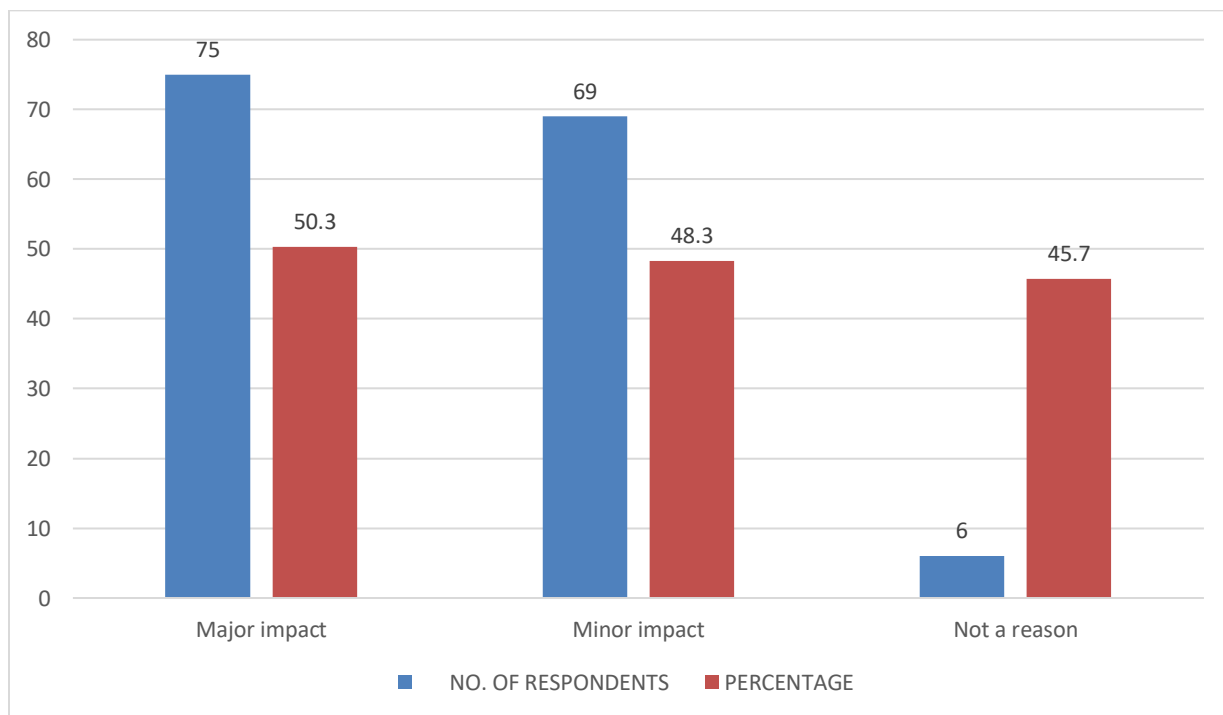


Chart 4.1.25 No Training and Development

Interpretation

From the above table it is interpreted that the 50.3% of respondents says major impact, 45.7% says minor impact, 4% says not a reason.

Inference

Majority (50.3%) of the respondents says Major impact for No Training and Development

Table 4.1.26 Difficult Bosses

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Major impact	31	21.2
2	Minor impact	80	53.0
3	Not a reason	39	25.8
TOTAL		150	100.00

Source: Primary data

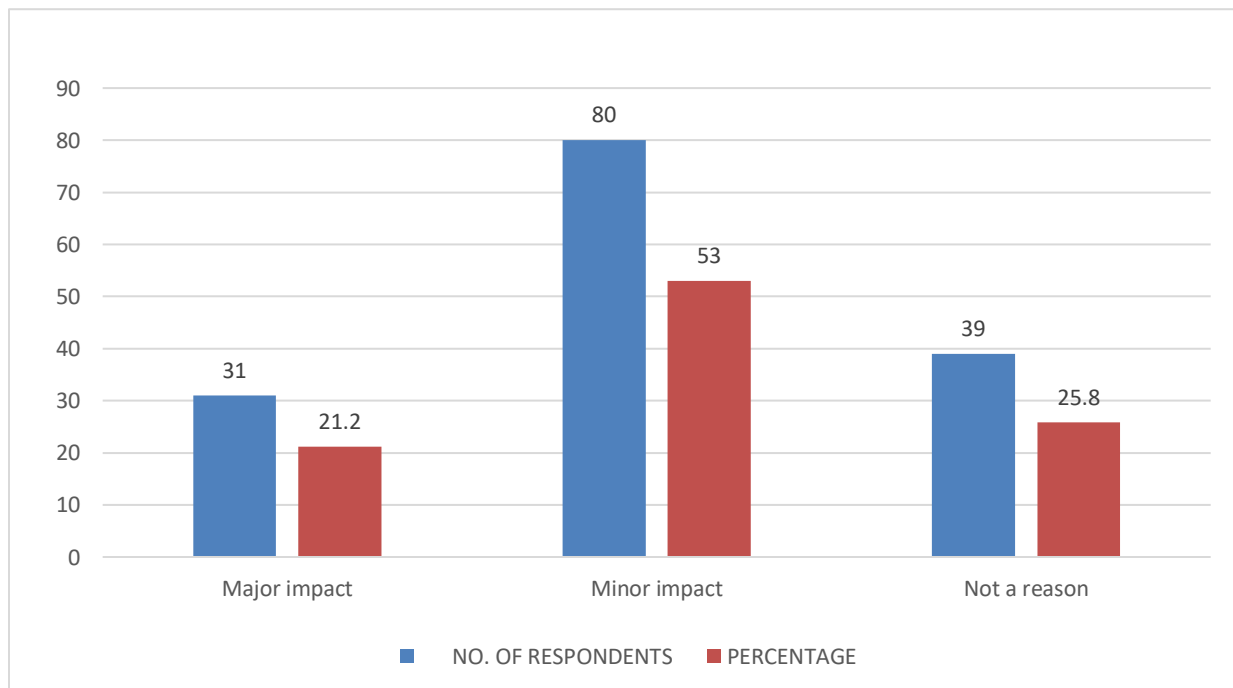


Chart 4.1.26 Difficult Bosses

Interpretation

From the above table it is interpreted that the 21.2% of respondents says major impact, 53% says minor impact, 25.8% says not a reason.

Inference

Majority (53%) of the respondents says Minor impact for Difficult Bosses

Table 4.1.27 Unsupportive peers

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Major impact	33	21.9
2	Minor impact	71	47.7
3	Not a reason	46	30.5
TOTAL		150	100.00

Source: Primary data

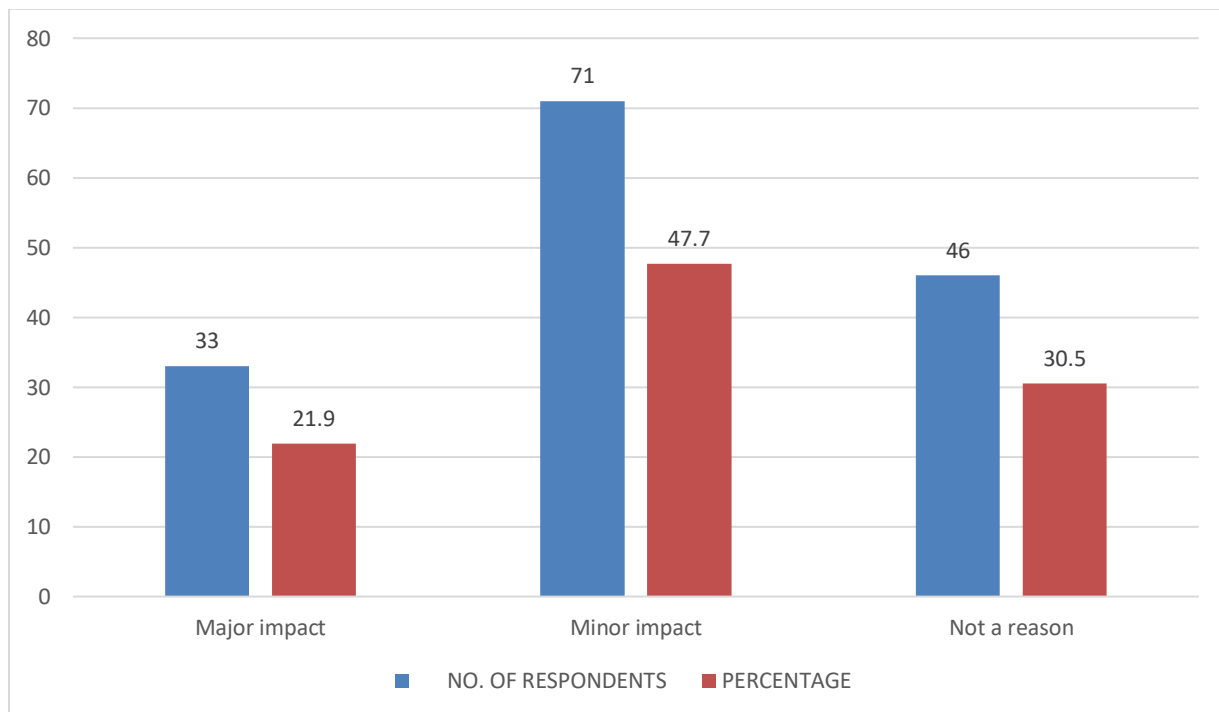


Chart 4.1.27 Unsupportive peers

Interpretation

From the above table it is interpreted that the 21.9% of respondents says major impact, 47.7% says minor impact, 30.5% says not a reason.

Inference

Majority (47.7%) of the respondents says Minor impact for Unsupportive peers

Table 4.1.28 No Recognition

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Major impact	47	31.8
2	Minor impact	66	43.7
3	Not a reason	37	24.5
TOTAL		150	100.00

Source: Primary data

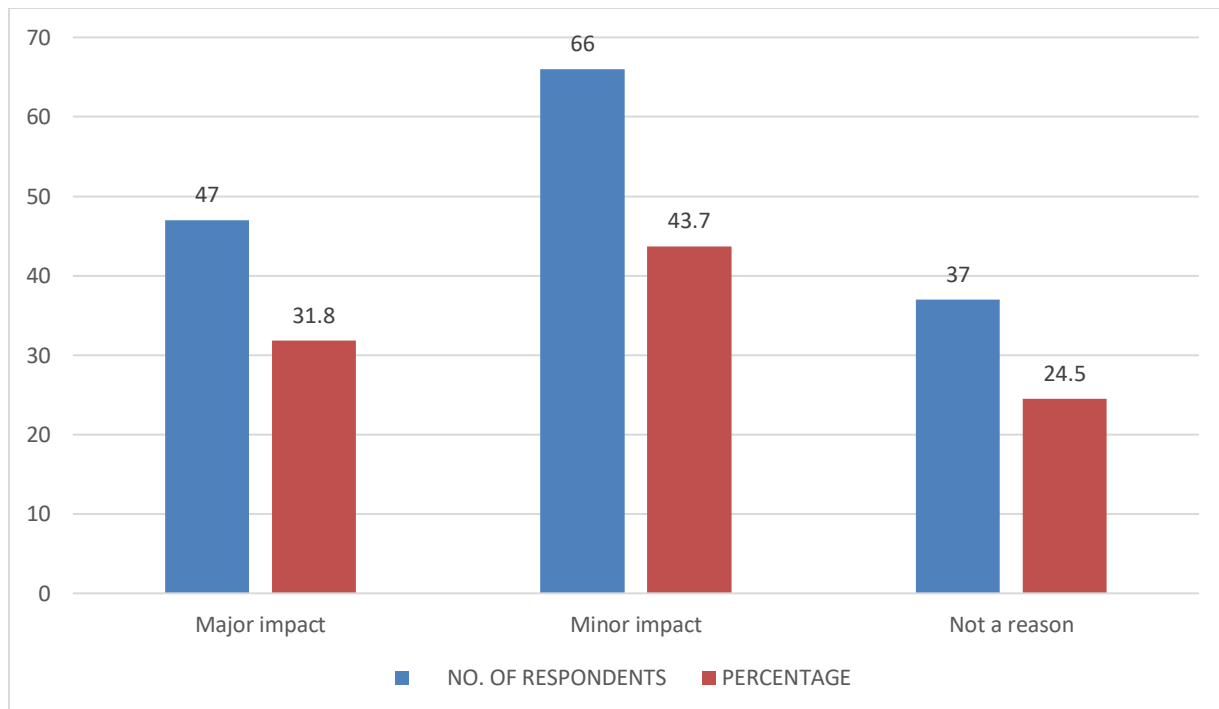


Chart 4.1.28 No Recognition

Interpretation

From the above table it is interpreted that the 31.8% of respondents says major impact, 43.7% says minor impact, 24.5% says not a reason.

Inference

Majority (43.7%) of the respondents says Minor impact for No Recognition

Table 4.1.29 Difficult Environment

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Major impact	21	14.6
2	Minor impact	69	45.7
3	Not a reason	60	39.7
TOTAL		150	100.00

Source: Primary data

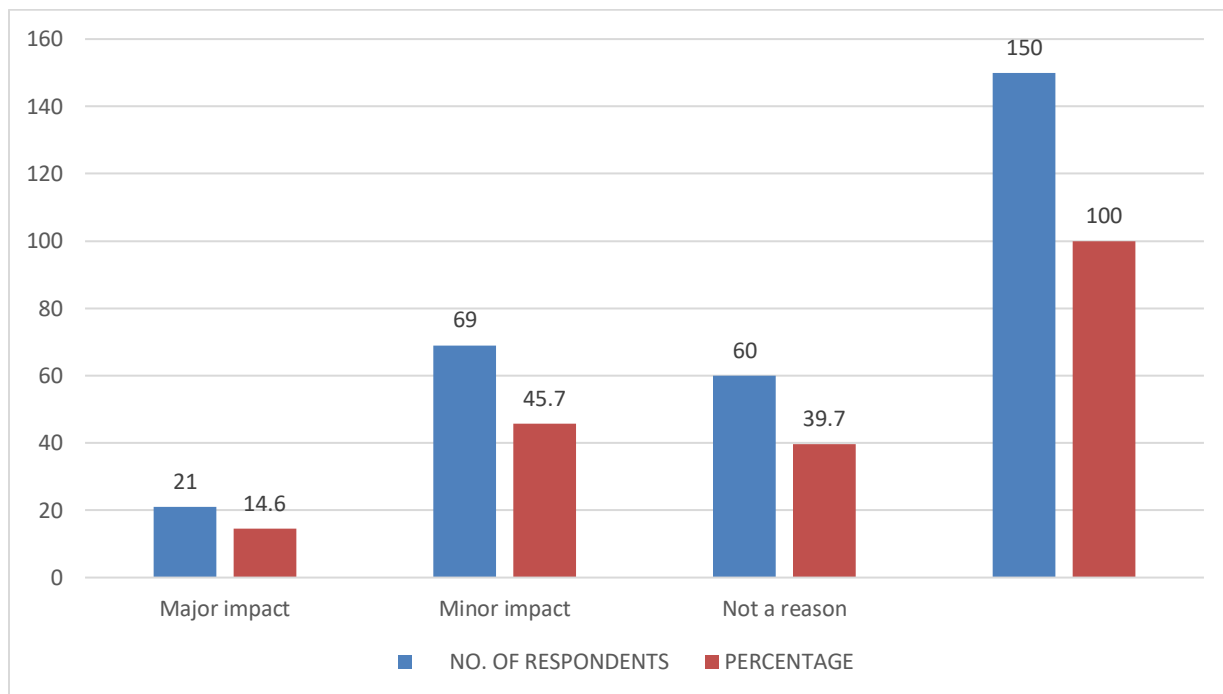


Chart 4.1.29 Difficult Environment

Interpretation

From the above table it is interpreted that the 14.6% of respondents says major impact, 45.7% says minor impact, 39.7% says not a reason.

Inference

Majority (45.7%) of the respondents says Minor impact for Difficult Environment

Table 4.1.30 Happy and satisfied with the organization

S NO	PARTICULAR	NO. OF RESPONDENTS	PERCENTAGE
1	Highly dissatisfied	1	0.7
2	Dissatisfied	6	4
3	Neither satisfied nor dissatisfied	24	16
4	satisfied	106	70.7
5	Highly satisfied	13	8.7
TOTAL		150	100.00

Source: primary data

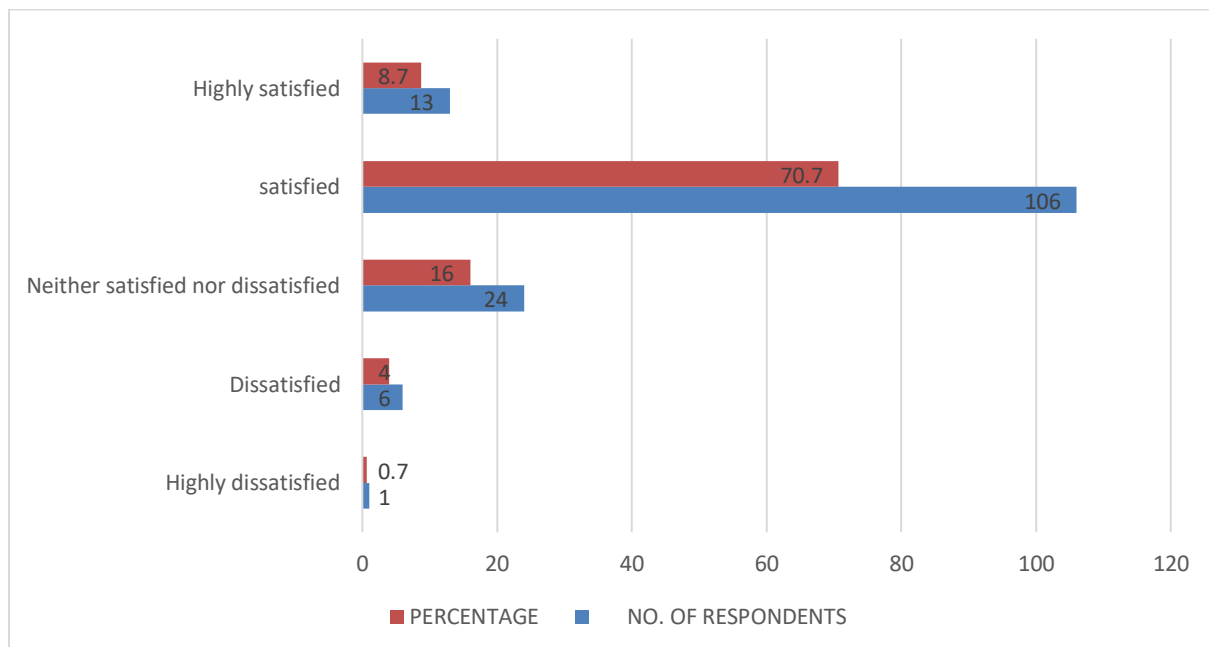


Chart 4.1.30 Happy and satisfied with the organization

Interpretation

From the above table it is interpreted that the 8.7% of respondents says highly satisfied, 70.7% says satisfied, 16% says neither satisfied nor dissatisfied, 4% says dissatisfied, 0.7% says highly dissatisfied

Inference

Majority (70.7%) of the respondents says satisfied for happy and satisfied are you with the organization.

4.2 DESCRIPTIVE STATISTIC:

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Age	151	3.00	1.00	4.00	1.5894	.76830	.590
gender	151	1.00	1.00	2.00	1.4570	.49980	.250
Maritalstatus	151	1.00	1.00	2.00	1.5497	.49918	.249
Salarypermonth	151	3.00	1.00	4.00	2.4768	.71025	.504
Valid N (listwise)	151						

INTERPRETATION:

From the above result, the dispersion and distribution of the respondent's age, gender, marital status, salary per month are done through descriptive statistics. The variable that had highest was salary per month with mean 2.4768. The variable that had the lowest was gender 1.4570.

4.3 Chi-square:

Null Hypothesis (H0) – There is no link between training programs and career development.

Employee doesn't want to plan career in current organization

Alternative Hypothesis (H1) - There is a link between training programs and career development.

Employee want to plan career in current organization.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	131.157 ^a	12	.000
Likelihood Ratio	71.171	12	.000
Linear-by-Linear Association	24.405	1	.000
N of Valid Cases	151		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .01.

INTERPRETATION:

Since p value is lesser than 0.05, we accept the alternate hypothesis and reject the null hypothesis.

4.4 KOLMOGOROV SMIRNOV TEST (KS TEST):

Null Hypothesis (H0) – The employee is not happy and satisfied with the organization.

Interpersonal relationships are not encouraged in the organization.

Alternative Hypothesis (H1) - The employee is happy and satisfied with the organization

Interpersonal relationships are encouraged in organisation

One-Sample Kolmogorov-Smirnov Test

		How happy and satisfied are you with the organization	Interpersonal relationships are encouraged in this organization
N		151	151
Normal Parameters ^{a,b}	Mean	3.8278	3.7881
	Std. Deviation	.66092	.57282
Most Extreme Differences	Absolute	.397	.379
	Positive	.311	.289
	Negative	-.397	-.379
Kolmogorov-Smirnov Z		4.884	4.662
Asymp. Sig. (2-tailed)		.000	.000

a. Test distribution is Normal.

b. Calculated from data.

INTERPRETATION:

Since p value is lesser than 0.05, we accept the alternate hypothesis and reject the null hypothesis.

CHAPTER 5

5.1 FINDINGDS:

- The majority 56% of the respondents fall in the age category of 20 to 30 years.
- From the table it is interpreted that the number of male respondents is 55% and female respondent is 45%.
- From the table it is interpreted that the number of respondents UG is 55%, PG is 41%, professionally is 3%, others are 1%.
- The majority 55% of the respondents are Unmarried.
- The majority 28% of the respondents says Finance and Related Function for nature of job.
- From the table it is interpreted that the number of respondents Less than 25k is 6%, 25k-35k is 47%, 35k-50k is 40%, above 50k is 7%.
- The majority 52% of the respondents fall in the category of 1-3 year for working in organization.
- The majority 46% of the respondents says neither agree nor disagree for employee retention plays a vital role in the result of productivity.
- The majority 48% of the respondents says agree for your training programs are linked with your career growth.
- From the table it is interpreted that the 1% of respondents says strongly disagree, 4% says disagree, 42% says neither agree nor disagree, 47% says agree, 6% says strongly agree for to plan further career in the company.

- From the above table it is interpreted that the 5% of respondents says Salary, 11% says Career development, 20% says Recognition & Respect, 13% says Job security, 17% says Retirement benefits, 15% says Reputation and 19% says Loyalty towards the company.
- The majority 58.3% of the respondents says neither agree nor disagree for in 5 years I will be still growing with this company
- The majority 58.3% of the respondents says agree for I take pride in my work
- The majority 58.9% of the respondents says agree for I would not change my company if I got another offer
- The majority 49.7% of the respondents says agree for I would recommend this company to my friends.
- The majority 52.3% of the respondents says neither agree nor disagree for I can further fulfil my career goals
- From the table it is interpreted that the 0.7% of respondents says strongly disagree, 3.3% says disagree, 45.7% says neither agree nor disagree, 45.7% says agree, 4.6% says strongly agree for enjoy discussing about company to others.
- From the table it is interpreted that the 46.4% of respondents says neither agree nor disagree, 46.4% say agree, 7.3% says strongly agree to know and follow the rules and regulation.
- The majority 45% of the respondents says neither agree nor disagree for I would like to stay in this organization in future

- The majority 77% of the respondents says neither agree nor disagree for I am happy with my superior and will support him
- From the table it is interpreted that the 6.7% of respondents says highly satisfied, 68% says satisfied, 24% says neither satisfied nor dissatisfied, 1.3% says dissatisfied for interpersonal relationships are encouraged in this organisation
- From the table it is interpreted that the number of respondents between 1 to 3 is 33%, 3 to 5 is 18%, above 5 is 6%, none is 43% for no. of swaps made in career.
- From the above table it is interpreted that the 12% of respondents says low salary, 11% says low career growth, 31% says conflicts with group, from others 26% says Nil and 20% says maybe personal problem
- The majority 51% of the respondents says Major impact for no salary hike
- The majority 50.3% of the respondents says Major impact for No Training and Development
- The majority 53% of the respondents says Minor impact for Difficult Bosses
- From the table it is interpreted that the 21.9% of respondents says major impact, 47.7% says minor impact, 30.5% says not a reason for unsupportive peers.
- From the table it is interpreted that the 31.8% of respondents says major impact, 43.7% says minor impact, 24.5% says not a reason.
- The majority 45.7% of the respondents says Minor impact for Difficult Environment
- The majority 70.7% of the respondents says satisfied for happy and satisfied are you with the organization.

5.2 SUGGESTION:

- Employee should be provided with the proper training which are linked with their career development.
- Employee should be appreciated for their good work.
- Employee must be motivated to welcome the change.
- To improve an employee retention, one needs to understand what they value the most.

5.3 CONCLUSION:

The research has a humble attempt in identifying the causes of employee retention towards loyalty and come up with a few suggestions. The study has indicated that most of the employee felt that there is a conflict between co-workers. At last, there are certain factors as discussed earlier, if not given the right amount of motivation to the right employee, then the employee leave the organization and thus it results in increase of the attrition rate of the organization.

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APPENDIX-I (Questionnaire)

☐ Name _____

☐ Age

- A. 20-30
- B. 30-40
- C. 40-50
- D. Above 50

☐ Gender

- A. Male
- B. Female

☐ Qualification

- A. ug
- B. pg.
- C. professionally qualified
- D. others

☐ Marital status:

- A. Married
- B. Unmarried

☐ Nature of Job

- A. HR and Admin Functions
- B. Operations and Support Functions

- C. Marketing and Customer Management
- D. Finance and Related Functions

☐ Salary per month

- A. Less than 25k
- B. 25-35 k
- C. 35-50 k
- D. Above 50 k

☐ How many years are you working in this organization?

- A. Below 1 yr.
- B. 1 to 3 yr.
- C. 3 to 5 yr.
- D. Above 5 years

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

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

☐ Do you agree that your training programs are linked with your career growth?

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

☐ Do you agree to plan your further career in the current company?

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

☐ What are the factors that motivate you to remain in the organization?

- A. Salary
- B. Career development
- C. Recognition & Respect
- D. Job security
- E. Retirement benefits
- F. Reputation
- G. Loyalty towards the company
- H. Other

☐ Select the options from strongly disagree to strongly agree

I. In 5 years, I will be still growing with this company

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

II. I take pride in my work

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

III. I would not change my company if I got another offer

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

IV. I would recommend this company to my friends

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

V.I can further fulfil my career goals

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

VI.I enjoy discussing about my company to others

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

VII.I know and follow the rules and regulations

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

VIII.I would like to stay in this organisation in future

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

IX.I am happy with my superior and will support him

- (a) Strongly agree (b) Agree (c) Disagree (d) Strongly Disagree
- (e) Neither agree nor disagree

☐ Interpersonal relationships are encouraged in this organization

Rating (1-5)

☐ No. of swaps you made in your career (moving from one company to other)

- A. 1 to 3
- B. 3 to 5
- C. Above 5
- D. None

☐ What are the factors that influence you to change your job?

- A. Low salary
- B. Low career growth
- C. Conflicts with growth
- D. Other

☐ Rank the factor from major impact to not a reason for an employee to leave the organisation.

I. No Salary hikes

- A. Major impact
- B. Minor impact
- C. Not a reason

II. No Training and Development

- A. Major impact
- B. Minor impact
- C. Not a reason

III. Difficult Bosses

- A. Major impact
- B. Minor impact
- C. Not a reason

- IV. Unsupportive peers
- A. Major impact
 - B. Minor impact
 - C. Not a reason

- V. No Recognition
- A. Major impact
 - B. Minor impact
 - C. Not a reason

- VI. Difficult Environment
- A. Major impact
 - B. Minor impact
 - C. Not a reason

☐ How happy and satisfied are you with the organization?

Rating (1-5)

A STUDY ON STEERING TOWARDS EMPLOYEE RETENTION - EMPLOYEE LOYALTY MATTERS

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ABSTRACT

Employee loyalty can be defined as the employees being committed to the success of the organization and believing that their work is recognized in the organization. It mainly depends upon four factors such as Motivation, Commitment, Belongingness and Career Development of the employee. Many studies have been made in the areas to increase the loyalty of the employees in the organization so that the retention rate will be higher and costs to the company can be reduced to a greater extent. There are many training and development programs, attractive salary packages, flexible working hours; more benefits given to employees to make them feel organization is another home like place and also the employees must feel comfortable to come and work rather than seeing it as a punishment to work. Thus, this paper will focus on the factors that affect the loyalty of the employee and how much each factor influences the employee loyalty.

KEY WORDS:

Retention, Employee loyalty, Career development, Commitment, Motivation.

1.1 INTRODUCTION

Employees are an essential asset for all organizations, especially since they represent a significant investment in terms of finding, recruiting, and training along with the salaries, bonuses, healthcare plans, etc. The management of many organizations builds their training programs, compensation packages, performance appraisal and work flow based on their organization policy. Normally these strategies are planned for creating loyal employees since this prompts a progressively long stay. The more extended an employee works for an organization the more valuable and potential they become to the organization.

1.2 OBJECTIVE OF STUDY:

PRIMARY OBJECTIVE:

To study on steering towards employee retention strategies on employee loyalty matters.

SECONDARY OBJECTIVE:

- To identify the employee's satisfaction level toward their jobs as well as organization.
- To identify major strategies which help the organization to motivate the employee to stay long period in the organization.

2. REVIEW OF LITERATURE

- **Seema Mehta, Tarika Singh, S.S.Bhakar, Brajesh Sinha (2010)** said about the two dimensions for loyalty such as consistency and reliability which resulted in significant difference occurred due to career development motivation and satisfaction.
- **AlamSageer, Dr.SameenaRafat, Ms. Puja Agarwal (2012)** did a literature survey of the major variables that are affecting the employee satisfaction and their impact on the organization and the outcome was employee attitude is directly related to the morale of the company and thus by strengthening the morale; performance and productivity can be increased.
- **Lady Nadia Fremont, Wonder Agbenyo, Peter Adjei Darko (2018)** published a paper on impact of job satisfaction on employees' loyalty and commitment across manufacturing, finance and mining

sectors and stated the results job satisfaction depends on workplace environment, rewards and recognition and empowerment respectively.

- **Josee Bloemer, Gaby Odekerken-Schroder (2006)** presented a paper on the role of employee relationship proneness in creating employee loyalty which stated that it can be found by the customer loyalty and the workplace performance of the employee.
- **Mr. M. Suresh, Dr. S. Mahalingam (2018)** published a paper on impact of employee loyalty towards organizational culture and performance which showed that there is a significant impact on employee staying loyal and efficient in the company if the culture and performance is fit for the employee.

3. RESEARCH METHODOLOGY

Research methodology is a to find out a given problem on a specific matter or a problem that is also referred as research problem.

RESEARCH DESIGN:

Research design is a framework of research methods and techniques chosen by a researcher. Primary data was obtained through surveys using questionnaires. Secondary data was collected from Journals, Internet, Books and Databases. In this project a questionnaire was surveyed on various demographic parameters and other parameters needed for the study targeting a sample of 150 respondents. Tool used for analyses are chi-square one sample KS test.

4. DATA ANALYSIS AND INTERPRETATION

Chi-square:

The Chi-Square test is statistical procedure used by researchers to examine the differences between categorical variables in same population. Chi-square (χ^2) statistic is a test that will measures how a model compares to actual observed data. Chi-square tests are often used in hypothesis testing.

Null Hypothesis (H0) – There is no link between training programs and career development.

Employee doesn't want to plan career in current organization

Alternative Hypothesis (H1) - There is a link between training programs and career development.

Employee want to plan career in current organization.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	131.157 ^a	12	.000
Likelihood Ratio	71.171	12	.000
Linear-by-Linear Association	24.405	1	.000
N of Valid Cases	151		

a. 14 cells (70.0%) have expected count less than 5. The minimum expected count is .01.

INTERPRETATION:

Since p value is lesser than 0.05, we accept the alternate hypothesis and reject the null hypothesis.

ONE SAMPLE KOLMOGOROV SMIRNOV TEST (KS TEST):

A one-sample KS test is used to test whether sample comes from specific distribution. We can use this procedure to determine whether sample comes from population that is normally distributed.

Null Hypothesis (H₀) – The employee is not happy and satisfied with the organization.

Interpersonal relationships are not encouraged in the organization.

Alternative Hypothesis (H₁) - The employee is happy and satisfied with the organisation.

Interpersonal relationships are encouraged in organisation.

One-Sample Kolmogorov-Smirnov Test

		How happy and satisfied are you with the organization	Interpersonal relationships are encouraged in this organization
N		151	151
Normal Parameters ^{a, b}	Mean	3.8278	3.7881
	Std. Deviation	.66092	.57282
Most Extreme Differences	Absolute	.397	.379
	Positive	.311	.289
	Negative	-.397	-.379
Kolmogorov-Smirnov Z		4.884	4.662
Asymp. Sig. (2-tailed)		.000	.000

a. Test distribution is Normal.

b. Calculated from data.

INTERPRETATION:

Since p value is lesser than 0.05, we accept the alternate hypothesis and reject the null hypothesis.

5. FINDINGDS:

- The majority 56% of the respondents fall in the age category of 20 to 30 years.
- From the table it is interpreted that the number of male respondents is 55% and female respondent is 45%.
- The majority 58.3% of the respondents says agree for I take pride in my work
- The majority 58.9% of the respondents says agree for I would not change my company if I got another offer
- From the table it is interpreted that the 10.7% of respondents says Salary, 18.7% says Career development, 42% says Recognition & Respect, 30% says Job security, 32% says Retirement benefits, 36% says Reputation and 40% says Loyalty towards the company.
- The majority 49.7% of the respondents says agree for I would recommend this company to my friends.

6. SUGGESTION:

- Employee should be provided with the proper training which are linked with their career development.
- Employee should be appreciated for their good work.
- Employee must be motivated to welcome the change.

7. CONCLUSION:

At last, there are certain factors as discussed earlier, if not given the right amount of motivation to the right employee, then the employee leaves the organization and thus it results in increase of the attrition rate of the organization.

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