



A Study On Effectiveness Of Employee Retention Strategies At Eskay Engineering, Chennai.

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INTRODUCTION

EMPLOYEE RETENTION

The ability of a company to retain its workforce and lower turnover rates in order to maintain continuity and sustainability is known as employee retention. It is a critical aspect of human resource management that directly impacts an organization's performance and long-term viability. In academic terms, employee retention can be quantified as a retention rate—a statistic reflecting the percentage of employees that a company retains over a given period. Moreover, in the context of today's environmentally conscious society, businesses that adopt sustainable practices are increasingly recognized as attractive employees. This shift highlights the evolving factors influencing employee retention and the importance of aligning organizational practices with broader societal values.

Concept of Employee retention

The concept of organizational knowledge, which includes both tacit knowledge possessed by individuals and the codified knowledge found in systems and processes, is particularly vulnerable to high turnover rates. Frequent employee departures lead to a continuous drain of critical skills and insights, which can hamper an organization's ability to compete effectively in its market. Furthermore, long-term employees develop networks of relationships that are invaluable for smooth operations and effective collaboration. The loss of these networks can lead to disruptions and inefficiencies.

Challenges in Employee Retention

Despite the clear benefits of high employee retention, many organizations face significant challenges in maintaining their workforce. One of the most pervasive issues is employee turnover, which can stem from a variety of factors. Contrary to common belief, salary often plays a smaller role in an employee's decision to leave. More critical factors include lack of job satisfaction, absence of a clear career path, inadequate recognition, and poor relationships with managers.

Job satisfaction

Job satisfaction encompasses various dimensions, including the nature of the work, the work environment, and interpersonal relationships. Without a satisfying job, employees may feel disengaged and disconnected from the organization's goals. The absence of a clear career path can also lead to frustration and stagnation, prompting employees to seek opportunities elsewhere where they perceive greater growth potential.

Strategic Retention Practices for Valuable Employees

organizations must develop strategic retention practices that target high-performing and high-potential employees. Identifying these key employees involves more than just recognizing their current performance. It also requires an assessment of their potential to assume greater responsibilities and drive future success.

Supportive leadership

Leaders should strive to create an inclusive and positive work environment where open communication and feedback are encouraged. This approach not only helps in resolving potential issues before they escalate but also strengthens the bonds between employees and management, fostering a sense of loyalty and commitment.

Organizational behaviour

Organizational behaviour is a crucial element in designing effective retention strategies. It encompasses a broad range of topics including motivation, leadership styles, organizational culture, and employee engagement—all of which have direct implications for employee retention. By applying key concepts from organizational behaviour, employers can create a workplace environment that fosters employee satisfaction and loyalty.

Organizational Culture

Organizational culture is another critical factor. Cultures that promote inclusivity, respect, and integrity provide a supportive backdrop for employees, making them more likely to stay. These cultures are often characterized by open communication, a clear mission, and shared values that align with the personal values of employees.

Environmental Sustainability as a Retention Tool

In today's increasingly environmentally conscious society, sustainability practices are becoming a significant factor in attracting and retaining employees, especially among younger generations who prioritize environmental concerns in their employment decisions. Companies

NEED FOR THE STUDY

The need for the study is came from the Employee retention is a critical challenge for organizations, influencing productivity, morale, and overall success. Various techniques have been implemented to improve retention rates, each with varying degrees of effectiveness. Providing employees with training, career advancement options, and skill development not only enhances their capabilities but also demonstrates the organization's investment in their future. Moreover, work-life balance initiatives, such as flexible working hours and remote work options, have gained , this study offers helpful suggestions for raising employee retention strategies

OBJECTIVES OF THE STUDY

Secondary objectives

- To know about the motivating factors in retaining employees.
- To identify the preferred employee retention strategies.
- To identify the factors influencing strategies to retain the employees.
- To evaluate the satisfaction level of the employees towards the policies implemented in organization.

REVIEW OF LITERATURE

1. **Deepasri, C. (2025)** investigated on employee perception about retention strategies followed by IT companies and also investigated on the actual and expected levels of retention practices adopted by IT companies to evaluate effectiveness of retention strategies. Statistical techniques adopted were average standard deviation, sample T test and ANOVA techniques. After investigation it was found that male and female employees have different opinion about the retention strategies. Compared to females, male employees are significantly satisfied with the retention strategies TCS employees are significantly satisfied with the organisation on boarding policies, while employees of HCL, Wipro and Tech Mahindra are satisfied with the growth opportunities of the organisation and it was observed that there is significant gap between the expectations of the employees and organisation retention strategies.
2. **Kanaka Durga, K. (2025)** researcher examined the employee retention strategies in telecommunication industries and also examined the perception of employees on the key attributes of employee retention strategies. Statistical techniques like T test, rank correlation, means, and standard deviation were adopted for data analysis. After investigation it was found that there was no association between demographic factors and retention strategies in the telecom industry.
3. **Blessing Kanyumba and Melanie Lourens (2025)** studied about the talent retention strategies of female academics in the higher education sector, particularly in Sub-Saharan context. The study utilized four crucial retention strategies identified in Kenya by Mutiria, Rukangu and Kubaison in 2015 the researcher used an online questionnaire and collected data from female academics at a Sub-Saharan university. The data was analysed using the statistical package with the Social Sciences (SPSS) version and concluded that female academics are leaving the higher education sector for the

private sector. And also found that there was a significant relationship between the four identified strategies like compensation and benefits, formal succession planning, training and development and career development opportunities and retention.

4. **Kaur Pritpal (2024)** objectives of the study were to identify various problems and issues to retain the employees and to find out various retention strategies followed in private university of Punjab. ANOVA technique was used to study the significant relation between demographic factors and employee retention strategies and found that there was a significant impact of employee problems on faculty retention and also demographic factors had significant impact on employee retention strategy, maximum percentage of employees agreed that absence of admission pressure and growth opportunities can boost the employees and motivate them to retain in the organisation.
5. **Puniya Nisha (2024)** the research was to study and frame the approaches and policies of employee retention, study the effects of companies training program on employee retention of HDFC and SBI companies. Statistical technique chi-square was adopted by the researcher and found that there was significant relation between training and retention of employees, 8% employees agreed that salary is an important retention factor. Finally the researcher concluded saying that employee should be constantly motivated to make them, enthusiastic and more oriented, energetic for future jobs.
6. **Sahu Hari Narayan (2024)** the study was about various factors of retention, relationship between retention and job satisfaction and causes of attrition of public sector undertakings such as Rourkela Steel Plant. Factors of attrition have been studied which were grouped into 7 factors by factor analysis. Standard deviation, percentage analysis and paired sample T test were used for data analysis and found that maximum numbers of employees were satisfied with the HR practices such as recruitment, selection and grievance redressal etc. Working environment of blast furnaces, high temperature were found to be the important attrition factor at Rourkela Steel Plant. The number of disputes and grievances were minimal within the executives compared to non executives.

SUMMARY OF FINDINGS

29 % respondents are within the age group of 30-40 years of age. Majority of the respondent are male 71%. 35 % of respondents from diploma back ground .31% respondents have 5-10 years experience .Marital status of the respondents are single 53%.50% of respondents are getting monthly income 35k-45k.33% of respondents are concerned about retention strategies. 36% of respondents are agreed that factors motivating to retain in the company. 40% of respondents are satisfied that requirements provided by the organisation.80 % of respondents are ability to achieve career goals in organization .38% of respondents familiar that organization as a great place to work.53% of respondents have good understanding with organisation managers .38 % training and development programs provided to meet the company goals .40 % of respondents agreed that bonuses provided by the company is motivating .Majority of the respondents 80 % allowing the employees to perform night duties with high incentives. 35% of respondents are agreed that compensation is based on skills and contribution .40 % of employees are satisfied with career progress and goals provided by the

organisation. One-on-one meetings with your manager ranked 1 & peer feedback sessions as ranked 2 by the respondent towards enhancing performance.

SUGGESTIONS

- ✓ There is a difference between single and married when it comes to decision making, single people can make the decision on their own, not committed with other responsibilities, but it's not the same situation when it comes to married people. Thus, the organization should give their time in making a better decision.
- ✓ Also, employees belonging to all age categories don't end up with the same thoughts and needs. Old aged employees may get satisfied with the limited benefits and facilities provided, but the young clients will look for more. Thus, it is more important to improve the retention strategies in order to attract more young population.
- ✓ Majority of respondents say that they may give a notice and leave the organization only for the main reason that is no proper response from the higher authorities. The employees don't need an immediate action to be taken, the company should provide them proper response at the time when they face any issues.
- ✓ The respondents also agree that the organization doesn't allow their employees to perform night shift duties, they were allowed only in case of emergencies. But it is essential to provide spaces for night shifts too, in order to bring more financial rewards and overall satisfy the employees' needs.
- ✓ The Management does not need to implement what the employees suggest to them, but still, they should spend time to listen to their issues and suggestions. Once the employees feel that the company is trustworthy, they will also suggest others to join as well.

CONCLUSION

Thus, through this study it is observed that the organization adopts employee retention strategies but it should be still more effective. The organization should properly provide responses to their clients without making them wait for a single response from the company side. They can also have a suggestion box to better analyze and solve their employee issues, the organization must also add more benefits and facilities to attract the young employee which will easily promote the organization to the next level, and the most important facility that the employee are expecting the organization to provide is Night shifts allowance, this may acquire still more cost and energy but the reward they get back will be higher.