

A Study on Employee Retention with Special Reference at Allied Investments & Housing Pvt. Limited, Chennai.

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Abstract:

Construction companies are one of the main supporting pillars of the Indian economy in terms of business. It stands in the second place for the growth of India. Though the construction companies supports other industries like iron and steel, paint, cement etc, one of the greatest challenges posed in front of construction companies are retaining well-seasoned employees who will be ensuring its future survival through continuous, prolonged, and experienced service. The objective of the study is to analyse the factors that influence the retention strategy in the organisation and to identify the individual factors that stimulate employees to leave the organisation and to examine the required conditions to retain the employees. The study is a descriptive research where the primary data is collected through questionnaire under non-probability sampling method. From the findings of the study it is evident that the employees are not satisfied with the compensation benefits and work environment. The company can bring in new reforms to provide better compensation, conducive environment to work and proper job rotation to motivate employees and retain them in the organisation.

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I. INTRODUCTION

Employee retention is one of the toughest challenges for the organisation to survive in this competitive world. It is quite obvious that the best employees of the organisation can bring in more revenue, increased volume of sales, better customer satisfaction and overall development of the firm. Employee retention is indeed a great challenge that poses a threat for the existence of the firm. It is the management that needs to bring in some valuable reforms to control and curb this issue of employee turnover and retain the best employees in the organisation.

II. REVIEW OF LITERATURE:

□ Khushal, Richa's (2016) in their research on "Organisational strategies for employee retention in the emerging environment", found that the main perspective of this study, knows the factors that affect an organisation due to employee turnover, organisational culture, HRM practices and intervention strategies for retaining

employees. The data collected was from 414 respondents with at least 5 years of experience in the field of healthcare. The survey reveals that high salary; award programs, flexible work schedule, organisation culture, role clarity, and sense of security are crucial reasons for employees to sustain with the same organisation. On the flipside personal reasons like career development, skill development in the near future, and work load are major reasons for employees to withdraw from an organisation. Balanced work load, transfers to other agencies, different type of work, bonus to train replacements, are strategies that might guarantee the singular goal of employee retention in organisations.

□ Vijayalakshmi (2012) carried out a research on "Employee retention practices on automobile industry in India." The primary goal of study is to analyse and enhance the employee retention practices, overall satisfaction in work environment culture, training and development improved technical skills and to analyze rewards and compensation. The study reveals that

employees are more focused on monetary benefits and career development. The suggestions are obtained from both management and employee perspective. It states recreation facilities, sharing of innovative ideas; competitive compensation package helps to retain employees. Based on the result of 500 respondents study concludes that identifying employees needs with respect to career, education and family increase employee retention.

□ Sudheendra Rao (2011) has envisaged a research on “Employee retention strategies in IT industry, a study of selected IT companies in Bengaluru”. The viewpoint of this research is to examine retention strategies adopted by IT companies in India and multinational organisations, successful strategy in US has same reciprocity with Indian employers, approach of Indian organisations managers and non-managers recommended by two American specialists. The research affirms that job level analysis disclosed difference of opinion from the perception of managerial employees and others. Female employees are favoured more. Reward and recognition strategy declares that diplomas and highly qualified are rewarded more when compared to bachelor degree holders. Researchers conducted study in 9 IT companies and suggested preview of job at the time of interview, line managers are accountable for their team members, avoid culture of stay back even after the working hours, treat people fairly will retain employees for longer period of time.

III. SIGNIFICANCE OF THE STUDY:

Construction companies rely equally on the natural and human resources. The fluctuating and unstable availability of natural resources and adequate manpower are key factors to the completion of projects that add to the company's reputation and popularity. Unavailability of resources and, natural calamities that befall on certain projects induces dramatic changes in the delivery date and completion of projects. Construction companies' demand for manpower has been ever increasing, due to unavailability of skilled, experienced and well seasoned employees and other staffs functioning of the company's mechanism has come to a standstill. Unable to house high employee costs small companies tend to discharge their fresher employees after completion of certain projects, fairly grown and established companies manage to keep hold of their manpower by changing their employees' roles and responsibilities. Only large and

highly popular companies can apply 'retaining strategies' and gravitate towards the betterment of employees. The retaining policies that are both practical, profitable along with a little flexibility are beneficial, are being welcomed and encouraged by companies at present.

Problems, discomforts, essential needs of employees are taken to mind during policy decisions. The employees' voices are not taken lightly and are certainly never ignored. This complaisance shown by the employers facilitate proper planning and execution of programs that are significant for the sustenance and existence of a successful company. The schemes have lessened but not completely eradicated, problems and trouble tend to be unvoiced and unsolved. Taking the perspective of a genuine employee arising issues need to be governed and annihilated to ensure a victorious company. Issues requiring concern are hurdles that need to be crossed and for crossing those this study is conducted in the hope that it might be advantageous for decision making and understand situations from the employees' perspective.

IV. COMPANY PROFILE:

ALLIED INVESTMENTS & HOUSING PVT LTD

Allied housing is a real estate group across South India providing residential, commercial and retail space solutions, having built an area of over 5 million sq. feet along with numerable residential and commercial projects. This includes proud properties of Addidas, Standard Chartered Bank, Religare, Starcity, Nalli.

The foundation stone for the company's reputation and well being was laid 25 years ago. The present and continually evolving stature of this remarkable company has been achieved due to the usage of the highest quality of manpower and material ever found. The turnkey approach employed by the company that has made it a preferential partner among clients show the efficient, convenient, and cost effective nature of the mentioned company. The results of the thoroughly executed strategies have yielded integrated service offering that include property development, civil contracts, architectural services, facade access systems and retail.

The company promises to leave no stone unturned until the satisfaction of customers and also to endeavour constructed spaces according to the likes of the lucky future buyer. The proof of this is the undeniable glory of the upcoming futuristic Marina Mall in Siruseri, Chennai which has shown skill in every aspect including execution assembly delivery and finishings also the unity between employer and employee.

V. OBJECTIVE OF THE STUDY:

Primary Objective:

- ☐ To study the employee retention strategies with reference to Allied Investments & Housing Private Ltd.

Secondary Objective:

- ☐ To identify the satisfaction level of employees about the working environment.
- ☐ To study the employee retention strategy adopted by the firm.
- ☐ To analyse the employees perception about rewards and recognition provided by the firm.

VI. LIMITATIONS OF THE STUDY:

- ☐ The study carried out is limited to Allied Investments & Housing Pvt Ltd. in Chennai only
- ☐ Some of the respondents were not prepared to fill the questionnaire.
- ☐ The respondents may be biased with the fear of the management.

VII. RESEARCH METHODOLOGY:

Research Methodology is the systematic way to solve the research problem. Gaining new knowledge plays a vital role in the survival of humankind from the dawn of its race. Research means gaining the knowledge of unknown facts in an orderly manner. It is a study in a particular topic and attaining conclusion in step by step procedure like collecting, analysing and interpreting data to discern the truth. Methodology adopted in this research work is descriptive in nature.

1.7.1 RESEARCH DESIGN:

Research design is the exploration that sketch out the

purpose and process in which the study is conducted. It is the structure for conducting research. In this study the researcher has adopted descriptive technique using the survey method and analysis over the primary data collected from Allied Investments & Housing Pvt Ltd.

1.7.2 SOURCES OF DATA COLLECTION:

Primary Data:

Primary data are those which are collected directly from the respondents by way of survey, questionnaire, interview and field observations. Among different types of primary data collection researcher has chosen questionnaire method.

Secondary Data:

Secondary data are those which are already collected by someone else. The researcher has used the secondary data such as company profile, Journals, Newspapers, Magazines, Reports and past records from web sites.

1.7.3 SAMPLING TECHNIQUE:

The sampling technique adopted in this research is Non-probability sampling. It is based on the subjective judgement of researcher rather than random selection. The researcher has taken sample size of 155 employees who are working in Allied Investments & Housing Pvt. Ltd. The researcher has circulated 155 questionnaires out of which 35 were returned incomplete. Hence the sample size arrived is 120.

VIII. ANALYSIS TOOLS

- ☐ Percentage analysis method
- ☐ Chi-Square test

1.7.4.1 PERCENTAGE ANALYSIS METHOD:

Percentage analysis is one of the basic methods used in a research work to compare two or more series of data and also establish the relationship between relative terms in the study.

Formula:

Percentage of the respondents = (Number of respondents / Total respondents x 100)

1.7.4.2 CHI – SQUARE TEST:

The chi – square test is one of the important methods adopted to test the significance of a data in a research study. The chi-square test method is used to compare the variance to a theoretical value. It is a non-parametric test which is used to measure the categorical data shows dependency on the two classifications is independent.

Formula:

Chi – square = $\sum (O_i - E_i)^2 / E_i$
 O_i = Observed frequency
 E_i = Expected frequency

TEST OF SIGNIFICANCE

Hypotheses:

Hypotheses are a statement that is concluded tentatively on logical basis. It is drawn based on population parameter.

Test of Hypotheses:

The testing of hypothesis is a procedure that helps us to ascertain the likelihood of hypothesized population

parameter being correct by making use of the sample static.

Setting up of Hypotheses:

Hypotheses are of two types:

1. Null hypotheses
2. Alternate Hypotheses

Null Hypotheses:

Null Hypotheses is a statement that says “no new findings are present on the given subject”. It is a statistical testing to decide whether to accept or reject Null hypotheses. H_0 indicates Null hypotheses.

Alternate Hypotheses:

Hypotheses, that is contradictory to Null hypotheses is known as Alternate hypotheses. It is a statement used in statistical inference experiment. H_1 or H_a indicates Alternate hypotheses. The acceptance of Alternative hypotheses signifies rejection of Null hypotheses.

Chi-square 1.1

Table A 1.1

Table shows that age of the employees and level of satisfaction regarding working environment provided by the company.

Age	Observed frequency:			Total
	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	
20-30	4	2	3	9
30-40	3	9	10	22
40-50	9	18	33	60
Above 50	7	5	17	29
Total	23	34	63	120

Null Hypotheses:

There is no significant relationship between age of the employees and level of satisfaction regarding working environment.

Alternative Hypotheses:

There is significant relationship between age of the employees and level of satisfaction regarding working environment.

FORMULA

CHI SQUARE TEST = $\sum (O_i - E_i)^2 / E_i$

CHI SQUARE TABLE B.1.1

Expected frequency:

S. No	O_i	E_i	$(O_i - E_i)$	$(O_i - E_i)^2$	$(O_i - E_i)^2 / E_i$
1	4	1.72	2.28	5.198	3.02
2	2	2.55	-0.55	0.302	0.12
3	3	4.72	-1.72	2.958	0.63
4	3	4.22	-1.22	1.488	0.35
5	9	6.23	2.77	7.672	1.23
6	10	11.55	-1.55	2.402	0.21
7	9	11.5	-2.5	6.250	0.54
8	18	17	1	1	0.06
9	33	31.5	1.5	2.250	0.07
10	7	5.56	1.44	2.073	0.37
11	5	8.22	-3.22	10.368	1.26
12	17	15.23	1.77	3.132	0.21
Total					8.70

Calculated value of Chi square test = 8.70

Number of Degree of Freedom

$$\begin{aligned} & (R-1) * (C-1) \\ & = (4-1)*(3-1) \\ & = 3*2 \\ & = 6 \end{aligned}$$

Table value of Chi square test for 6 df at 5% level = 12.592

Calculated value of Chi square test = 8.70

Calculated value < Tabulated value

8.70 < 12.592

Inference:

Null hypothesis is accepted and Alternative hypothesis is rejected.

Null Hypotheses:

There is no significant relationship between age of the employees and working environment provided by the organisation.

CHI SQUARE: 2.1

TABLE: A 2.1

Table shows that, experience of the employees and retention strategies adopted by the company

Observed frequency:

Experience	Agree	Neither agree nor disagree	Disagree	Total
< 4 years	0	0	1	01
4 - 8 years	0	7	11	18
8 - 12 years	1	6	25	32
Above 12 years	0	13	56	69
Total	1	26	93	120

Null Hypotheses:

There is no significant relationship between experience of employees and Employee retention strategies adopted by the company.

Alternate Hypotheses:

There is significant relationship between experience of employees and Employee retention strategies adopted by the company.

FORMULA

$$\text{CHI SQUARE TEST} = \sum (O_i - E_i)^2 / E_i$$

CHI SQUARE TABLE B.2.1

Expected frequency:

S. No	O _i	E _i	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
1	0	0.008	-0.008	0.000064	0.008
2	0	0.217	-0.217	0.0588	0.271
3	1	0.775	0.225	0.051	0.065
4	0	0.15	-0.15	0.0225	0.15
5	7	3.9	3.1	9.61	2.464
6	11	13.95	-2.95	8.7025	0.624
7	1	0.267	0.733	0.5372	2.012
8	6	6.933	0.933	0.8705	0.125
9	25	24.8	0.2	0.04	0.002
10	0	0.575	-0.575	0.3306	0.575
11	13	14.95	-1.95	3.8025	0.254
12	56	53.475	2.525	6.3756	0.119
Total					6.669

Calculated value of Chi square test = 6.669

Number of Degree of Freedom

$$\begin{aligned} & (R-1) * (C-1) \\ & = (4-1)*(3-1) \end{aligned}$$

$$\begin{aligned} & = 3*2 \\ & = 6 \end{aligned}$$

Table value of Chi square test for 6 df at 5% level = 12.592

Calculated value of Chi square test = 6.669

Calculated value < Tabulated value

6.669 < 12.592

Inference:

Null hypothesis is accepted and Alternative hypothesis is rejected.

Null Hypotheses:

There is no significant relationship between Experience of the employees and Employees retention strategies adopted by the organisation.

Chi-square 3.1

Table A 3.1

Table shows that marital status of employees and level of satisfaction regarding Rewards and recognition provided by the company.

Observed frequency:

Marital Status	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Total
Married	1	27	82	110
Single	0	2	8	10
Total	1	29	90	120

Null Hypotheses:

There is no significant relationship between marital status and Rewards and recognition provided by the company.

There is significant relationship between marital status and Rewards and recognition provided by the company.

FORMULA

CHI SQUARE TEST = $\sum (O_i - E_i)^2 / E_i$

Alternate Hypotheses:

CHI SQUARE TABLE B.3.1

Expected frequency:

S. No	O _i	E _i	(O _i -E _i)	(O _i -E _i) ²	(O _i -E _i) ² /E _i
1	1	0.917	0.083	0.0069	0.008
2	27	26.583	0.417	0.1739	0.007
3	82	82.5	-0.5	0.25	0.003
4	0	0.833	-0.833	0.6939	0.833
5	2	2.417	-0.417	0.1739	0.072
6	8	7.50	0.5	0.25	0.033
Total					0.956

Calculated value of Chi square test = 0.956

Number of Degree of Freedom

(R-1) * (C-1)

= (2-1)*(3-1)

= 1*2

=2

Table value of Chi square test for 2 df at 5% level = 5.991

Calculated value of Chi square test =0.956

Calculated value < Tabulated value

0.956 < 5.991

Inference:

Null hypothesis is accepted and Alternative hypothesis is rejected.

Null Hypotheses:

There is no significant relationship between marital status of the employees and rewards and recognition provided by the company.

IX. FINDINGS

- ☐ From the study, it is observed that 80% of the respondents are male and remaining 20% are female.
- ☐ It is inferred that 50% of the respondents belongs

to the age group of 40-50 years, 24.17 % of the respondents belongs to the age group above 50 years, 18.33% of the respondents belongs to the age group of 30-40 years and only 7.5% of the employees are in the age group of 20-30 years.

□ The study ascertains that 92% of the respondents are married and only 8% are single.

□ The study espied that 57.5% of the respondents has above 12 years of experience, 26.7% of the respondents has 8 -12 years of experience, 15% of the respondents has 4-8 years of experience and 0.8% of the respondents has less than 5 years of experience.

□ It is observed that 35% of the respondents were PG, 25% were belong to UG, and remaining 40% were diploma.

□ On outright of employees only 19.17% are satisfied, 52.5% are not satisfied and 28.33% remains neutral about the organisations working conditions.

□ From perceiving of respondents only 0.83% is satisfied, 77.5% are unsatisfied and 21.67% remains neutral about the retention strategy adopted by the firm.

□ Based on the notion of respondents only 0.83% is satisfied but on the flipside 75% are not satisfied and 24.17% are neutral about the rewards and recognition provided by the firm.

□ It is inferred that, 34% of the respondents were satisfied, 8% were highly satisfied and 58% were dissatisfied with the health and safety measures.

□ It is observed that 87% of the respondents denied and 13% accepted the recognition of performance.

X. SUGGESTIONS:

□ Employee engagement survey should be conducted to understand employee improvise their skills.

□ In order to retain women employees' child care development centre could be operated.

□ Oversight of pay scale research helps to offer fair and competitive rates to employees.

□ Inculcating compensation time after completion of large projects.

□ Incorporate stay interviews to interpret the needs of employees to management through Team Leaders and direct Managers.

XI. CONCLUSIONS:

“A study on Employee Retention with special reference at Allied Investments & Housing Pvt Ltd”, Chennai.” the study was conducted for a period of 3

months. On evaluation the result figures out that majority of respondents are not satisfied with working conditions. From the perception of employees it is decisive that retention strategy adopted by company does not suffice and improvement is required. It is also observed that after completion of massive projects relaxation and rewards required by employees which will motivate them for the next project.

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