



Employee Retention With Refernce To Kems Shakthi Private Limited At Hosur

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Abstract

Employee retention has become a key area of concern for organizations wishing to maintain productivity, reduce recruitment expenses, and retain institutional memory. Talented employee retention is not solely about providing competitive compensation; it involves a variety of factors such as job satisfaction, corporate culture, career growth opportunities, appreciation, and strong leadership. This paper discusses different strategies used by companies to enhance employee retention such as training and development, performance-based rewards, work-life balance, and employee engagement practices. High rates of turnover can have a strong effect on an organization's performance, resulting in higher recruitment costs, lower morale, and interruption of workflow. Hence, knowledge of the causes of employee attrition—namely, constrained growth opportunities, lack of appreciation, and inept management—is critical to devising effective retention strategies. The present study also explores how various industries tackle retention and emphasizes the importance of organizational commitment, empowerment of employees, and ongoing feedback in building a loyal workforce. In addition, the influence of contemporary trends like remote work, hybrid models, and differences in generations within the workforce on retention is examined. HR practices based on data such as predictive analytics and employee satisfaction surveys are also presented as mechanisms for proactive retention management.

INTRODUCTION

Any organization's success, as it directly impacts productivity, morale, and overall business performance. Retaining skilled and experienced employees reduces turnover costs. In today's competitive business environment, attracting and retaining talented employees is essential for organizational success and sustainability. High turnover rates can lead to increased costs, loss of knowledge, and reduced productivity. This project aims to explore the factors influencing employee retention, analyze current retention strategies, and propose effective solutions to enhance employee satisfaction, engagement, and loyalty. By understanding the key drivers behind employee retention, organizations can develop policies and practices that foster a stable, motivated, and high-performing workforce.

RESEARCHBACKGROUND

KEMS SHAKTI PRECISION CASTING PVT LTD was established in the year 2013 and is a reputed manufacturer of closed die steel forgings, open forgings, ring forgings and machined forgings for various sectors such as automotive, hydraulics, earthmoving, oil & gas, allied engineering, defence, railways, energy etc globally. KSPC is part of Gandhi Group, the beginning of group dates back to 1967 as a steel marketing house in Kolkata having branches all over India. The group then ventured into manufacturing of forgings and machined components and over the years has achieved many Milestone. Today group is preferred supplier in industry globally. With strong capability of design & engineering, dual shore manufacturing capability, full service supply capability & consistency in delivering quality forgings has resulted in 100 percent retention of customers. These strengths give firm an edge over its competitor.

IDENTIFIEDPROBLEM

High Turnover Rates

Companies grapple with high rates of employee turnover, disrupting workflow and driving up recruitment expenses.

Job Dissatisfaction Employees may quit due to a lack of career development opportunities, poor compensation, or work culture.

Limited Employee Engagement Employees who do not receive appreciation or feel connected to the organization might disengage, lowering productivity and raising attrition.

Work-Life Balance Issues Overload and inflexibility are able to lead to employee burnout and discontent.

Insufficient Career Development A lack of formal learning and development can make employees look for greener pastures elsewhere.

Management and Leadership Problems Inadequate management and poor leadership are able to result in discontent, having a detrimental effect on staff retention.

OBJECTIVES OF THE STUDY

1. To identify the key factors influencing employee turnover.
2. To assess employee satisfaction and engagement levels within the organization.
3. To evaluate the effectiveness of current retention strategies and policies.
4. To understand the impact of management practices on employee loyalty.
5. To analyze the relationship between work place culture and employee retention.
6. To recommend actionable strategies for improving employee retention rates.

REVIEW OF LITERATURE

1. Ghosh, A. & Sen Gupta, S. (2025)

Conducted a systematic literature review analyzing HRM strategies like recruitment, training, compensation, and engagement. Found that tailored HRM practices significantly enhance employee retention across various industries.

2. Costa, L. A., et al. (2024)

Developed a framework for talent retention in IT organizations, emphasizing factors beyond salary, such as psychological safety, work-life balance, and innovative projects, to retain software engineers.

3. Balthrop, A. & Jung, H. (2024)

Explored how negative shocks, like equipment failures, can paradoxically increase employee retention when shared hardships strengthen bonds between employees and organizations.

4. Chaudhary, V. & Sharma, M. (2023)

Reviewed employee retention as a strategy for organizational success, highlighting the importance of human resources in a competitive environment and the need for effective retention strategies.

5. Prakash, K. & Philimis, J. (2022)

Analyzed literature from 2012 to 2021, identifying leadership, training and development, and work environment as crucial factors in employee retention.

6. Nosratabadi, S., et al. (2022)

Conducted a systematic literature review on the use of AI models in employee lifecycle management, finding that AI algorithms are increasingly used in all stages, including retention.

7. Yadav, A. (2020)

Assessed HRM practices in NTPC Ltd., finding that training and development, along with compensation, are significant in retaining employees, while promotion had the least impact.

8. Azeez, S. A. (2017)

Identified the relationship between HRM practices and employee retention, emphasizing the role of job satisfaction in retaining skilled workforce.

9. Kamalaveni, M. S., et al. (2019)

Provided a holistic view of practices and strategies adopted by organizations globally to retain committed and talented workforce, highlighting the challenges faced by HR managers.

10. Pankaj & Raina, A. (2025)

Focused on employee retention in star-rated hotels in India, identifying low salaries and long working hours as major factors influencing attrition, and suggesting essential techniques to reduce high turnover rates.

11. El Alam Hassan, Y. & Belkassch, M. (2024)

Discussed retention strategies adopted by bank managers, supported by Herzberg's Motivation-Hygiene theory, and identified key themes influencing employee retention in the banking sector.

12. Kumari, V. (2013)

Conducted a literature survey on HRM practices and employee retention, reviewing various studies to understand the impact of HR strategies on retaining employees.

13. Das, B. L. & Baruah, M. (2013)

Reviewed literature on employee retention and factors affecting job satisfaction, emphasizing the importance of human resources in technology-driven organizations.

14. Prakash, K. M. (2024)

Analyzed contributions of various researchers on employee retention from 2012 to 2021, concluding that leadership, training, and work environment are key to retaining personnel.

15. Akter, H., et al. (2021)

Identified research gaps in employee engagement within the financial sector, suggesting that understanding engagement determinants can aid in developing better retention strategies.

16. Angle, H. & Perry, J. (1981)

Assessed organizational commitment and effectiveness, finding a strong link between employee commitment and retention.

17. Anthony, W., et al. (2002)

Discussed strategic approaches in HRM, highlighting the role of comprehensive HR strategies in employee retention.

18. Apker, J., et al. (2009)

Investigated nurse-team communication's effect on turnover, emphasizing the importance of communication processes in retention.

19. Arlund, E. (2005)

Explored managing human resources to improve employee retention, suggesting effective HR practices can reduce turnover.

20. Atif, A., et al. (2011)

Studied the relationship between training, development, and compensation on employee retention, concluding that these factors are interrelated.

21. Barber, A. & Bretz, R. (2000)

Analyzed compensation's role in attraction and retention, finding that competitive pay structures are crucial for retaining talent.

22. Becker, B. & Gerhart, B. (1996)

Examined HRM's impact on organizational performance, linking effective HR practices to higher retention rates.

23. Buck, J. & Watson, J. (2002)

Studied the relationship between HR strategies and organizational commitment, finding that strategic HRM enhances retention.

24. Campion, M. (1991)

Compared alternative measures of turnover, recommending accurate measurement techniques for better retention analysis.

25. Chan, S. & Kuok, O. (2011)

Investigated HR recruitment, selection, and retention issues in the hospitality industry, suggesting tailored HR practices improve retention.

RESEARCHGAP

Lack of Integration Between Psychological and Technological Approaches

While Holtom & Burch (2016) and Saks (2016) emphasize psychological factors like engagement and embeddedness, and Mehta & Ramesh (2024) focus on AI and predictive analytics, there is limited research that combines both—i.e., how technology can monitor and support psychological retention factors in real-time.

Limited Research on Retention in Hybrid Work Cultures Though Baert et al. (2023) and Choudhury et al. (2022) explore hybrid models, deeper studies are needed on long-term retention outcomes of hybrid vs. fully remote vs. in-office setups—especially post-pandemic.

RESEARCH METHODOLOGY

The human resource practice is very important to practice Employee Retentions Strategies implementation in an organisation. It is necessary for every organisation to study Employee Retention Strategies of the company.

It is a study on the attitude on the employees to their jobs and the reasons for the employees to change the organisation periodically. However, for the main aim of meaningful and convenient accomplishment of this study

It has been given in respect that how effective implementation yields employee development, employee relations, employee voice, employment, equal opportunity, grievances, health and safety, managing diversity, promotion, employee performance, employee welfare, and high performance in an organization.

Comprehensively defined policies and criteria of performance management system open new phases for employee improvements and for the organisation

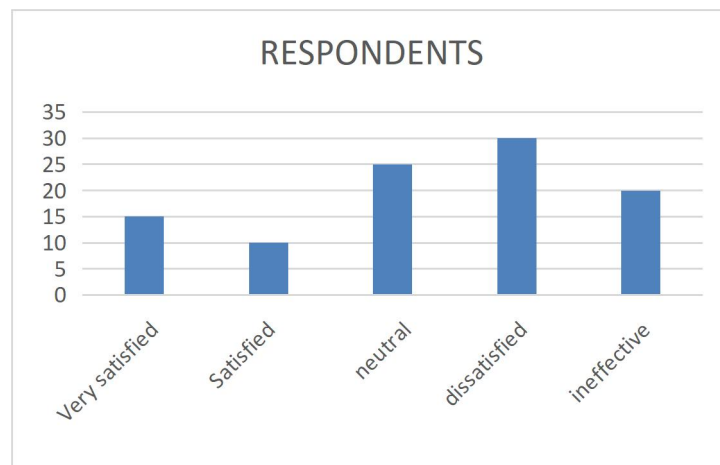
To provide a robust understanding, the methodology will also incorporate descriptive statistical techniques to summarize and present the financial data effectively, often utilizing tables and Chartical representations. The analysis will aim to not only quantify the financial performance but also to interpret the underlying reasons for observed trends. This may involve a secondary review of industry reports, economic indicators,

LIMITATION OF THE STUDY

1. **Limited Public Data:** As a private limited company, Industries may not publicly disclose the same level of detailed financial information as a publicly listed company. This lack of transparency can restrict the depth & breadth of the analysis & Comparative studies.
2. **Accounting Policy Differences:** Variations in accounting policies and practices adopted by Industries compared to its peers can make direct financial comparisons less reliable.
3. **Historical Focus:** Financial performance analysis primarily relies on historical data, which may not always be indicative of future performance, especially in a dynamic business environment.
4. **Lack of Qualitative Factors:** Financial ratios and statements provide a quantitative view but may not fully capture crucial qualitative factors such as management quality, brand reputation, technological advancements, or changes in the competitive landscape.
5. **Industry-Specific Nuances:** Standard financial ratios might not perfectly capture the unique characteristics and operational nuances specific to the laminates industry or Industries' particular business model

DATA ANALYSIS AND INTERPRETATION**TABLE NO : 4.1.1****How satisfied are employees with the organization's efforts to promote work-life balance?**

PARTICULARS	RESPONDENTS	PERCENTAGE
Very satisfied	15	15%
Satisfied	10	10%
neutral	25	25%
dissatisfied	30	30%
ineffective	20	20%
TOTAL	100	100%

**INTERPRETATION**

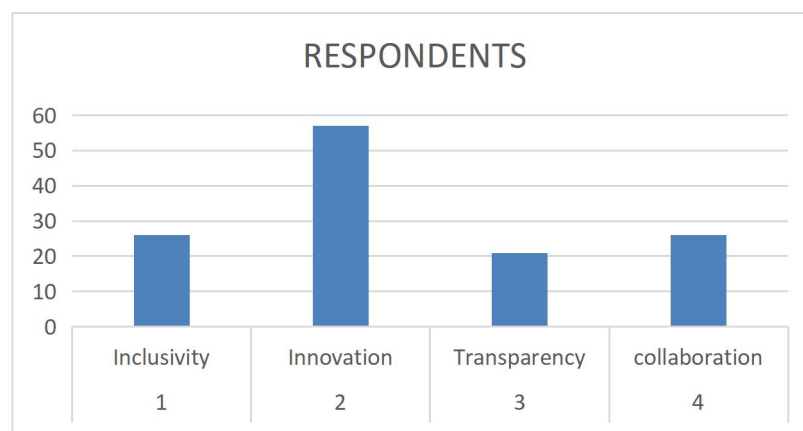
This table measures how satisfied employees are with their organization's efforts to promote work-life balance. The breakdown of responses is:

- *15% are very satisfied*, meaning they strongly approve of the organization's initiatives.
- *10% are satisfied*, indicating a positive but less enthusiastic response.
- *25% are neutral*, showing they neither strongly agree nor disagree with the organization's efforts.
- *30% are dissatisfied*, which suggests that a significant portion of employees feel the organization is not doing enough.
- *20% find the efforts ineffective*, meaning they believe the organization's initiatives have little or no impact on their work-life balance.

The high percentage of dissatisfaction (30%) and ineffectiveness (20%) suggests that a majority of employees are either unimpressed or feel the organization's efforts need significant improvement. Organizations may need to rethink their strategies, offer more flexible work arrangements, or enhance wellness programs.

TABLE NO: 4.1.2
What is the most valued aspect of the organization's culture

S.NO	PARTICULARS	RESPONDENTS	PERCENTAGE
1	Inclusivity	26	20
2	Innovation	57	44
3	Transparency	21	16
4	collaboration	26	20
	total	130	100



INTERPETATION

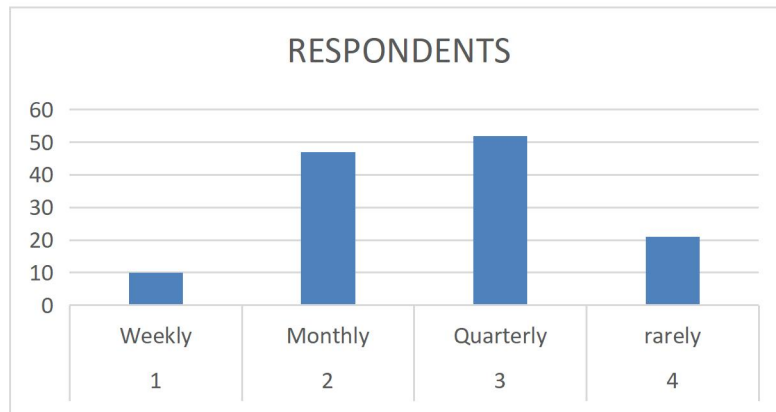
This table identifies what employees appreciate the most in their workplace culture:

- *Innovation (44%)* is the most valued aspect, highlighting the importance of creativity and new ideas in the organization.
- *Inclusivity (20%)* and *Collaboration (20%)* are equally appreciated, showing that employees value a diverse and team-oriented work environment.
- *Transparency (16%)* is the least selected aspect, which could indicate either that employees do not prioritize it as much or that there might be gaps in communication within the organization.

Since innovation ranks the highest, it suggests that employees thrive in an environment where creativity is encouraged and change is embraced. However, the relatively lower score for transparency might signal a need for better communication and openness in decision-making.

TABLE 4.1.3
How often do employees participate in team-building activities?

S.NO	PAARTICULARS	RESPONDENTS	PERCENTAGE
1	Weekly	10	8
2	Monthly	47	36
3	Quarterly	52	40
4	rarely	21	16
	TOTAL	130	100



INTERPETATION

This table indicates how often employees engage in team-building activities:

- *40% participate quarterly*, meaning the organization hosts such events on a seasonal basis, possibly during strategic planning sessions or retreats.
- *36% participate monthly*, showing that regular engagement activities are encouraged but may not be accessible to all employees.
- *8% participate weekly*, suggesting that few employees engage in frequent team-building activities.
- *16% rarely participate*, which could indicate either a lack of opportunities or reluctance from employees to take part.

With a significant portion of employees participating only quarterly or monthly, the organization may consider making these activities more frequent to strengthen team cohesion. The presence of employees who rarely engage suggests a possible disconnect, which could be addressed through better communication and incentive programs.

SUMMARYOFFINDINGS

1. Demographic Insights

The demographic profile of respondents reveals a predominance of employee efforts, comprising 70% of the total sample. the majority of participants were concentrated indicating a relatively experienced workforce

2. Organization Representation

Among the departments surveyed, the innovation had the highest share of respondents (57%), followed by the transparency with 26%.

3. Current employee building participants Practices

Regarding weekly methods, 10% of respondents indicated that their teams Quantity (EOQ) model, while 52% mentioned the use of the quarterly approach.

4. Employee retention Effectiveness

The employee retention methods follows the total of 52% of highest respondents by the employees.

5. Majority 72% of the respondents are regularly in professional learning activities

6. Majority 53% of the respondents are offline courses of learning methods

7. Majority 91% of the respondents are interested in the learning and development program

8. Majority 85% of the respondents mention that the company sponsored learning and development program 9. Majority 64% of the respondents are rate of quality of the learning and development program

10. Majority 37% of the respondents are willing to participated in the online courses

SUGGESTIONS

1. Minimize Turnover – Exit interviews, effective EVPs, formal onboarding programs
2. Job Satisfaction – Competitive compensation, good culture, transparent career advancement
3. Engagement – Feedback, team-building, mentorship initiatives
4. Work-Life Balance – Flexible work arrangements, wellness initiatives, manageable workload
5. Career Growth – Development opportunities, internal transfers, growth plans
6. Leadership & Management – Manager training, clear communication, servant leadership

CONCLUSION

Employee retention is not merely about keeping employees—it's about building a culture where they thrive, feel valued, and see a meaningful future within the organization. High turnover rates disrupt productivity and increase costs, making it essential for companies to adopt proactive strategies that foster engagement, job satisfaction, and career growth. A workplace that prioritizes employee well-being, professional development, and leadership excellence creates an environment where people stay not out of necessity, but by choice. Competitive compensation, recognition programs, and structured career pathways help employees feel motivated, while effective leadership and transparent communication strengthen their connection with the organization. Furthermore, flexible work policies and wellness initiatives enhance work-life balance, reducing burnout and increasing commitment.

Organizations that invest in continuous learning, internal mobility, and mentoring programs empower employees to grow alongside the company, fostering a sense of loyalty and purpose. Employees who feel supported and heard contribute to innovation, collaboration, and long-term success. Ultimately, employee retention is not just a strategy—it's an investment in people, culture, and business sustainability. When organizations focus on engagement, development, and leadership, they don't just retain employees—they cultivate a workforce that drives excellence, innovation, and resilience. By fostering an environment that prioritizes growth, recognition, and work-life balance, companies can transform retention from a challenge into a powerful advantage that strengthens both their employees and their future

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