



## “EMPLOYEE ENGAGEMENT AND RETENTION STRATAGIES” AT K.TECH PACKAGING SOLUTION, HOSUR

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### ABSTRACT

This study examines employee engagement and retention strategies at K.Tech Packaging. Data collected via structured questionnaires reveals overall satisfaction with job roles, management support, and work-life balance. However, gaps in career growth, recognition, and incentive programs may hinder long-term retention. The company's positive work environment is a strength, but improvements in development and rewards are necessary. Aligning engagement initiatives with organizational goals is crucial for fostering motivation and loyalty. Open communication, supportive leadership, and professional development emerged as key factors influencing employee retention.

**Keywords:** Employee Engagement, Retention, Job Satisfaction, Recognition, Career Growth, Incentives, Packaging Industry

### INTRODUCTION

Employee engagement and retention are crucial for organizational success, driving productivity and reducing turnover. K.Tech Packaging, a leader in packaging machinery, faces challenges like employee turnover and skill gaps. This study examines factors influencing engagement and evaluates current retention strategies to provide insights for improving HR practices, boosting morale, and building a committed workforce.

### THEORETICAL PERSPECTIVE

The Employee engagement and retention are rooted in theories emphasizing meaningfulness, support, and fairness. Models like Kahn's Theory, JD-R, and SET highlight psychological investment, while Herzberg's, Equity, and Psychological Contract theories explain satisfaction and commitment. Integrating these views, organizations must meet intrinsic and extrinsic needs to foster engagement, reduce turnover, and enhance performance through supportive and fair practices.

### STATEMENT OF THE PROBLEM

K.Tech Packaging is experiencing challenges in effectively engaging and retaining employees, leading to reduced morale and increased turnover.

There is a need to assess whether current engagement and retention strategies meet employee expectations and contribute to workforce stability.

### OBJECTIVES OF THE STUDY

- To study the employee engagement practices at K.Tech Packaging.
- To find out what factors affect employee engagement in the company.
- To check how effective the company's employee retention strategies are.
- To understand the link between employee engagement and retention.
- To suggest ways to improve employee engagement and reduce employee turnover

### SCOPE OF THE STUDY

The study focuses on employee engagement and retention strategies at K.Tech Packaging. It covers how the company motivates and involves its employees, and how these efforts help in retaining them. The research will include employees from different departments and levels within the organization to get a broad understanding of engagement and retention issues.

## REVIEW OF LITERATURE

The collection of studies highlighted provides valuable insights into the relationship between employee engagement and retention across various industries. These studies explore how engagement, driven by psychological, organizational, and industry-specific factors, can significantly impact employee retention, organizational performance, and overall business success. WA Kahn's seminal work in 1990 laid the foundation for understanding employee engagement by identifying three key psychological conditions that influence how individuals engage at work: meaningfulness, safety, and availability. When these conditions are met, employees are more likely to engage fully—physically, cognitively, and emotionally—leading to higher levels of job satisfaction and a lower likelihood of turnover. This framework underscores the importance of creating a work environment where employees feel valued and secure, allowing them to invest their personal selves in their roles. A significant portion of the literature also explores how employee engagement directly influences retention. Studies by Anita Pareek et al. (2019) and Xavier Jude Lavanya Kumar & T Gopinath (2016) delve into how engagement serves as a crucial tool for retaining employees. High levels of engagement foster organizational commitment, loyalty, and job satisfaction, all of which contribute to lower turnover rates. Pareek et al. (2019) further clarify the connection between employee engagement and retention by analysing trends and drivers over the past decade, identifying key factors such as career growth opportunities, recognition, and work-life balance. Industry-specific studies, such as those by D. Ngozi and Amah Edwinah (2022) and Fadillah Ismail et al. (2021), show that engagement and retention strategies must be tailored to the needs of different sectors. In the BPO industry, where turnover rates are traditionally high, engagement efforts focused on understanding why employees leave—such as dissatisfaction with job roles, lack of advancement, and poor work conditions—are vital. Similarly, in small and medium-sized enterprises (SMEs), talent management practices are shown to have a direct impact on engagement and retention, as these companies often face unique challenges in maintaining a skilled workforce. The role of organizational culture and leadership in fostering engagement is another recurring theme. Studies by Hamad Salem Hamad Almerri (2023) and Shiney Chib (2019) highlight how a positive organizational culture, characterized by strong communication, leadership, and trust, can enhance employee engagement and retention. A supportive culture motivates employees to invest in their roles and stay with the organization for the long term. Similarly, leadership styles that promote transparency, respect, and autonomy can drive higher engagement levels, which in turn leads to improved retention. Finally, training and development are also emphasized as critical factors for engagement and retention. Seema Bhakuni and Sandeep Saxena (2023) argue that effective training programs not only help employees improve their skills but also increase their engagement by providing opportunities for career growth and personal development. In conclusion, the research underscores the interconnectedness of employee engagement and retention. Creating a work environment that fosters engagement through psychological safety, strong leadership, effective talent management, and training programs is essential for reducing turnover and enhancing organizational success.

## RESEARCH GAP

Most existing studies on employee engagement and retention focus on large-scale industries such as IT and banking, with limited research specific to the printing and packaging sector. There is a lack of industry-specific insights on how engagement practices influence retention in mid-sized companies like K.Tech Packaging. This study addresses the gap by examining the unique challenges and factors affecting employee engagement and retention within this organization."

## RESEARCH METHODOLOGY

Research methodology refers to the systematic process or approach used to conduct a research study. It is a framework that outlines how data will be collected, analyzed, and interpreted to address research problems or questions. Research methodology involves selecting appropriate research designs, tools, sampling techniques, and data analysis methods to ensure that research findings are valid and reliable.

## RESEARCH DESIGN

The study follows a descriptive research design to understand employee engagement levels and retention strategies in K.Tech Packaging. It focuses on collecting primary data directly from employees to analyze existing practices and their effectiveness. The research design of this study is primarily descriptive in nature, aimed at understanding and evaluating.

## DATA COLLECTION

- **Primary Data:** -Collected through questionnaires filled out by employees.
- **Secondary Data:** Sourced from company documents, reports, and existing research literature.

## LIMITATION OF THE STUDY

This study focuses solely on K.Tech Packaging, which limits the generalizability of the findings to other organizations or industries. As a result, the conclusions drawn may not accurately reflect employee engagement and retention practices elsewhere. Additionally, employee responses may be influenced by personal opinions or biases, potentially affecting the objectivity and reliability of the data. The study also faced time constraints, which restricted the extent and depth of data collection and analysis. These limitations may have impacted the overall thoroughness of the research and should be considered when interpreting the results and applying them in broader contexts.

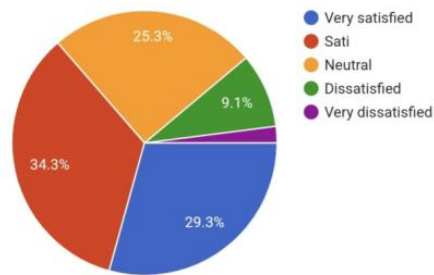
## DATA ANALYSIS AND INTERPRETATION

**Table 1. Distribution of respondents satisfaction of retention strategies**

| s.no | Satisfaction of retention strategies | Frequency  | Percentage |
|------|--------------------------------------|------------|------------|
| 1    | Very satisfied                       | 29.3       | 29.30      |
| 2    | satisfied                            | 34.3       | 34.30      |
| 3    | Neutral                              | 25.3       | 25.30      |
| 4    | Dissatisfied                         | 9.3        | 9.30       |
| 5    | Very dissatisfied                    | 1.8        | 1.80       |
|      | <b>Total</b>                         | <b>100</b> | <b>100</b> |

How satisfied are you with the company's retention strategies (such as rewards, promotions, employee benefits, etc.)?

99 responses



**Chart 1. Distribution of respondents satisfaction of retention strategies**

### INTERPRETATION:

According to the chart, 34.30% of participants reported being *content* with the current retention strategies, whereas only 1.80% expressed *dissatisfaction* with them.

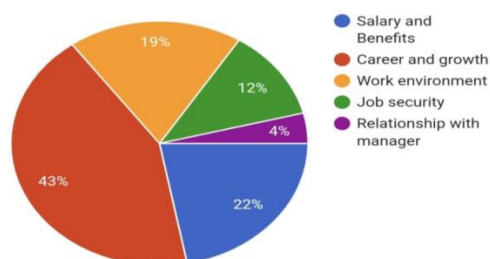
**Table 2 Distribution of the respondents factors that motivates them to stay with k.tech packaging**

| s.no | Factors that motivates them to stay with k.tech packaging | Frequency  | Percentage |
|------|---|------------|------------|
| 1    | Salary and benefits                                       | 22         | 22.0       |
| 2    | Career and growth   | 43         | 43.0       |
| 3    | Work environment  | 19         | 19.0       |
| 4    | Job security  | 12         | 12.0       |
| 5    | Relationship with manager                                 | 4          | 4.0        |
|      | <b>Total</b>  | <b>100</b> | <b>100</b> |

**Chart 2. Distribution of the respondents factors that motivates them to stay with k. tech packaging**

What is the main factor that motivates you to stay with K.Tech Packaging?

100 responses



**INTERPRETATION:**

From the above chart, it's clearly mentioned that (43.0%) of respondents mentioned that career and growth motivates them to stay in k.tech. (22.20%) of the respondents mentioned salary and benefits motivates them. (19.0%) of the respondents mentioned work environment motivates them to stay at the company. (12.0%) of the respondents mentioned job security motivates them to stay and only (4.0%) of the respondents has mentioned relationship with manager motivates them to stay with k. tech packaging

**SUMMARY OF FINDINGS**

1. 1. Most respondents have been with the company for either less than 1 year (30%) or more than 5 years (29%).
2. 2. The majority (52%) is satisfied with their roles, and 31% are very satisfied. Only a small number (1%) are dissatisfied.
3. 3. 42% of employees report being often recognized, while 41% are always recognized. Very few are rarely (3%) or never (0%) recognized.
4. 4. 45% of respondents feel the communication is good, while 33% rate it as excellent. Only 5% feel communication is poor.
5. 5. 45% are always involved in decisions, and 32% are often involved. Only a few (3%) are rarely involved.
6. 6. Most employees (41%) would likely recommend K.Tech as a good place to work, and 35% are extremely likely to do so.
7. 7. 44% feel the training and development provided by the company is effective, while 34% find it very effective.
8. 8. 42% agree they have a good work-life balance, and 37% strongly agree. A small minority (1%) strongly disagrees.
9. 9. 50% feel supported in achieving their goals, with 35% feeling very supported.
10. 10. 45% agree that they are engaged with the organization, and 36% strongly agree.
11. 11. 44% are always satisfied with the incentives provided, while 31% are often satisfied.
12. 12. 44% describe the workplace culture positively, and 31% describe it very positively.
13. 13. 44% preferred not to say if they considered leaving, while 33.3% said no and 22.2% said yes.
14. 14. 43% are motivated to stay because of career growth, 22% because of salary and benefits, and 19% because of work environment.
15. 15. 49% agree that the company provides fair and transparent HR policies, with 28% strongly agreeing.
16. 16. 51% receive feedback occasionally, while 37% receive feedback regularly.

**SUGGESTION**

Invest in targeted training and mentorship opportunities for skill development and career growth. Offer clear career advancement paths and internal mobility programs to help employees explore different roles. Regularly recognize employees' contributions and provide constructive feedback to foster growth. Organize team-building, social events, and wellness programs, and conduct frequent employee surveys. Offer flexible work options and resources to support employee well-being and stress management. Hold regular meetings or town halls to keep employees informed about company goals and decisions. Use exit interviews to improve retention strategies and create a more inclusive work environment.

**CONCLUSION**

In conclusion, addressing the areas highlighted through the questionnaire is crucial for enhancing employee satisfaction, engagement, and retention. By investing in learning and development, improving career growth opportunities, and strengthening recognition systems, the organization can create a more motivated and empowered workforce. Additionally, fostering a supportive work-life balance, transparent communication, and retention strategies will contribute to a healthier work environment and long-term success. These improvements will not only boost morale but also drive overall organizational performance.

**SCOPE FOR FUTURE RESEARCH**

The evolving dynamics of the modern workplace present numerous opportunities for further research into employee engagement and retention strategies. While existing studies have extensively explored traditional motivators such as compensation, recognition, and career development, future research can expand

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