

See discussions, stats, and author profiles for this publication at: <https://www.researchgate.net/publication/342500238>

A STUDY ON ORGANIZATIONAL FACTORS INFLUENCING EMPLOYEE RETENTION IN ROOTS INDUSTRIES INDIA LTD, COIMBATORE

Conference Paper · August 2019

CITATIONS

0

READS

12

2 authors:



Sundar Kr

KCT Business School

3 PUBLICATIONS 0 CITATIONS

[SEE PROFILE](#)



Deepa Manickam

KCT Business School

1 PUBLICATION 0 CITATIONS

[SEE PROFILE](#)

Some of the authors of this publication are also working on these related projects:



Project

The purpose of this research is to explain how the work values differ within different groups of generation Z. Nowadays analyzing the work values are very important to the managers of the firm and it is the subset of the beliefs and ideas that are related to your job and it is known to be the part of who you are. This research was conducted particularly on the gen z that is the person who were born between 1995 to 1998 mostly focused on newly joined employees to know their values on work. The theory which are used are Intrinsic, Extrinsic, Altruistic, Status- associated and social work values, employee engagement. This research was done by the questionnaire method and the data collected is primary. [View project](#)



Project

recruitment and retention strategies for gen Y in IT and ITES sectors [View project](#)



**A STUDY ON ORGANIZATIONAL FACTORS INFLUENCING
EMPLOYEE RETENTION IN ROOTS INDUSTRIES INDIA LTD,
COIMBATORE**

By

SUNDAR KR

(18MBA165)

Under the guidance of

Ms. DEEPA M

Assistant Professor –HR

P17BACP203 CORPORATE PROJECT

Submitted In partial fulfilment of the requirements

For the award of the degree of

MASTER OF BUSINESS ADMINISTRATION

KUMARAGURU COLLEGE OF TECHNOLOGY

(An autonomous institution affiliated to Anna University, Chennai)

Coimbatore - 641 049

September, 2019

BONAFIDE CERTIFICATE

This to certify that this “**A STUDY ON ORGANIZATIONAL FACTORS INFLUENCING EMPLOYEE RETENTION IN ROOTS INDUSTRIES INDIA LTD, THOPPAMPATTI COIMBATORE**” is the Bonafede work of SUNDAR KR, who carried out the project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

FACULTY GUIDE

DIRECTOR

Ms. DEEPA M

Dr. Nedunchezian V. R

Assistant Professor

Professor

KCTBS

KCTBS

Submitted for the Project Viva-Voce examination held on _____

Internal Examiner

External Examiner

(Signature with date)

(Signature with date)

DECLARATION

I hereby declare that this Corporate project report entitled as, “**A STUDY ON ORGANIZATIONAL FACTORS INFLUENCING EMPLOYEE RETENTION IN ROOTS INDUSTRIES INDIA LTD THOPPAMPATTI, COIMBATORE**” has been undertaken for academic purpose submitted to Anna University in partial fulfilment of requirement for the award of degree of Master of Business Administration. The project report is the record of the original work done by us under the guidance of Ms DEEPA M, Assistant professor KCT-BS during the academic year 2018-2019.

I, also declare hereby, that the information given in this report is correct to the best of my knowledge and behalf.

Place: Coimbatore

Date:

Name and Signature

SUNDAR KR

ACKNOWLEDGEMENT

I express my sincere and heart-felt gratitude to our **Arutchelvar Late Dr.N.Mahalingam** and the **Management of KCT Business School**, for their prime guidance.

I express my thanks to **Nedunchezhain V. R, Head of the department, KCT BS** for implementing this project and providing under the supervision in its execution. I am indebted to my Institution and my faculty members without whom this project would have been a distant reality.

I also would like to give my sincere thanks to my Project guide **Ms.DEEPA M, Assistant professor** for giving me support and guidance for this project from inception to closure.

I also would like to give my thanks to **ROOTS INDUSTRIES INDIA LTD, THOPPAMPATTI, COIMBATORE**, my Company - Project guide **Mr. S.Sudhakar, The Head HR of Roots Organisation, Mr.Rajkumar - Dexterity trainer, Mr.Vijaya Gopal Asst manager** for giving me support and guidance for this project.

TABLE OF CONTENTS

CHAPTER	CONTENTS	PAGE NO
1	INTRODUCTION	8
	1.1 INDUSTRY PROFILE	8
	1.2 ROOTS INDIA LTD IN THE HORN MANUFACTURING INDUSTRY	8
	1.3 DEFINITION OF THE STUDY VARIABLES	9
	COMPENSATION	9
	WORK ENVIRONMENT	9
	PERFORMANCE MANAGEMENT	9
	WORK-LIFE BALANCE	10
	CAREER DEVELOPMENT	10
	LEADERSHIP	10
	RELATIONSHIP WITH THE SUPERIORS	10
	JOB SATISFACTION	11
	JOB SECURITY	11
	EMPLOYEE ENGAGEMENT	11
	1.4 EMPLOYEE TURNOVER AND RETENTION	12
	1.5 NEED FOR THE STUDY	13
	1.6 OBJECTIVES	
	1.7 PROPOSED MODEL	
	1.8 LIMITATIONS OF THE STUDY	14
	1.9 COMPANY PROFILE	
	QUALITY	17
	VISION	18
	MISSION	
	1.10 INDUSTRY PROFILE	
	QUALITY IS OUR WAY OF LIFE	
	MARKET SIZE	20
	CORPORATE HIEREACHY	21
	CHRONOLOGY	
2	REVIEW OF LITERATURE	23
	2.1 HERZBERG THEORY	
	2.2 SOCIAL EXCHANGE THEORY (SET)	24
	2.3 FACTORS THAT ARE ASSOCIATED WITH EMPLOYEE RETENTION	25

	2.4 RETENTION FACTORS FOR ALL EMPLOYEES	25
	COMPENSATION	25
	CAREER DEVELOPMENT	26
	RELATIONSHIP WITH THE SUPERIORS	27
	WORK ENVIRONMENT	
	WORK-LIFE BALANCE	
	PERFORMANCE MANAGEMENT	28
	LEADERSHIP	
	JOB SECURITY	29
	2.5 SUMMARY	31
3	RESEARCH METHODOLOGY	32
	3.1 INTRODUCTION	
	3.2 RESEARCH STUDY	
	PRIMARY DATA	
	SECONDARY DATA	
	SAMPLING METHOD	
	TOOLS OF DATA COLLECTION	
	SAMPLING METHOD, DATA COLLECTION AND ANALYSIS	33
	3.3 NATURE OF STUDY	
	QUESTIONNAIRE	
	3.4 TYPES OF ANALYSIS	
	DESCRIPTIVE ANALYSIS	34
	RELIABILITY TEST	
	EXPLORATORY FACTOR ANALYSIS	
	REGRESSION	
	ANOVA FOR THE RETENTION FACTORS	
	DESCRIPTIVE STATISTIC COMPARISON OF THE RETENTION FACTORS	
	3.5 SOURCE OF DATA	
	3.6 SAMPLING DESIGN	
	POPULATION	
	SAMPLE	35
	SAMPLING	
	RESEARCH INSTRUMENTS	
4	DATA ANALYSIS AND FINDINGS	36
	4.1 OVERVIEW	
	4.2 RELIABILITY TEST	

	4.3 RELIABILITY STATISTICS	
	4.4 REGRESSION	
	4.5 DESCRIPTIVE STATISTICS	37
	4.6 GENDER-WISE CLASSIFICATION	
	4.7 SATISFACTION LEVEL OF EMPLOYEES TOWARDS ROOTS & ITS FACILITIES	
	4. 8 OVERALL EMPLOYEE PERCEPTION TOWARDS ROOTS	38
	4.9 FACTORS GRAPH	
	4.10 ENGAGEMENT	39
	4.11 CORRELATION	
5	CONCLUSION	41
	5.1 SUGGESTIONS	
	5.2 CONCLUSION	
	REFERENCES	
	ANNEXURE - QUESTIONNAIRE	

LIST OF FIGURES

SN.NO	CONTENT	PAGE NO
01	FIG 1.1 CONCEPTUAL MODEL	13
02	FIG 1.2 HORN	14
03	FIG 1.3 HORN	17
04	FIG 1.4 ISO CERTIFICATES	18
05	FIG 1.5 SHOP FLOOR	18
06	FIG 1.6 AUTOMOBILES DATA	21
07	FIG 1.7 CORPORATE HIERARCHY	21
08	FIG 4.1 GENDER WISE CLASSIFICATION	37
09	FIG 4.2 SATISFACTION LEVEL	37
10	FIG 4.3 OVERALL EMPLOYEE PERCEPTION TOWARDS ROOTS	38
11	FIG 4.4 FACTORS GRAPH	38
12	FIG 4.5 ENGAGEMENT	39

LIST OF TABLES

SN.NO	CONTENT	PAGE NO
01	Table 1 : RELIABILITY TEST	34
02	Table 2: RELIABILITY TEST	36
03	Table 3: REGRESSION	36
04	Table 4.1 DESCRIPTIVE STATISTICS	37
05	Table 4.2 CORRELATION	39
06	Table 4.3 JOB SATISFACTION AND JOB ENGAGEMENT	40
07	Table 4.4 EMPLOYEE ENGAGEMENT AND COMMITMENT	40
08	Table 4.5 PERFORMANCE MANAGEMENT SYSTEM	41

CHAPTER -1

INTRODUCTION

In the era where everything is treated as a resource, the Humans are also treated as a resource. Hence in order to avoid the exploitation of the humans the Human Resource Management is established which in turn evolves constantly with the era. The HR department plays a vital role in the organisation. They are the key to the best performance off the Organisation, improved Employee performance. A Good organisation is the one which understands their Employees, needs, and satisfies them with well-defined better strategies. The Employee Retention is the Process of retaining the skilled human capital within the organisation for the prolonged period of time. The retention is the reflection of reduced Employee turnover. The Retention is valued because it affects economically in the business by reduces the new hiring cost, training cost etc.

Today's challenge is not only retaining the skilled work force but also engage them effectively in the work. The Employee retention is closely connected with the employee Engagement. The Engaged employees are the Employees Who Retain in the organisation for the next period of time. The Employee engagement is the most challenging task in the current and upcoming generations. The engagement is connected with number of drivers ie..Compensation Career development, Work environment, Performance management, Work-life balance, Leadership, Relationship with the superiors, Job satisfaction, Job security.

According to the Maslow's Hierarchy theory the Humans have various needs which can be broadly classified into physiological needs, safety needs, love and belonging or social needs, self-esteem & self-actualization needs. As the needs are changing in nature the HR department has to closely observe and identify the appropriate need of the Employee by the time so that they can Better satisfy the Employees. Which in turn results as increased rate of Employee retention.

A successful organization creates a Better working environment and favourable benefits for employees through HRM practices, keeping employees happy and Engaged. Which makes employees more productive. In a broader sense, HRM practices reinforce and reward desired employee behaviours, and cuts unpleasant behaviours.

1.1 ROOTS INDIA LTD IN THE HORN MANUFACTURING INDUSTRY: -

Roots industry was established in 1970. It established its brand with its reliable, Durable and good quality auto horns. Later it developed the Electric horns after a long period of struggles. During the same period of time, the company made the strong footstep in the air horn mark. Today, Roots has developed into the world's most reliable automobile brands and is the eleventh largest auto horn manufacturer.

Captive component manufacturing arms to sustain the group's commitment to quality became imperative as market demands grew. Roots Cast, Polycraft and Precision Engineering were the result of this initiative—to remain both, self-reliant and competitive. In time, each of these divisions grew to build an external customer base as well. Today, in addition to catering to some of the world's most trusted automobile brands, Roots companies such as the tooling division, also deliver critical components to aerospace and medical instrumentation sectors. Roots MultiClean Limited was conceived to deliver world class mechanised cleaning solutions to the Indian manufacturing and service

industry. A technical partnership with Hako, Germany opened global market opportunities for this division.

Today, RMCL is at the forefront of India's mechanised cleaning industry, besides garnering global share. Education and health care are two important service avenues of the Roots Group. Satchidananda Jyothi Niketan is a school built on traditional values espoused by Sri Swami Satchidananda. RK Nature Cure Home was established in 1984 and functions on the principles of Naturopathy. Thousands of people from all walks of life and different parts of the world have discovered a healthier, safer way of life, by following the principles and methods practiced here. Four decades on, the Roots Group continues to deliver on its promise of quality without compromise. In a variety of ways, its technology and talent continue to add value to life to all its stakeholders.

1.2 DEFINITION OF THE STUDY VARIABLES: -

COMPENSATION: -

Compensation is a most important element of employee engagement that is paid back to the employees as a return of their works. A good compensation motivates the employees to give more effort towards their personal & organizational development.

The compensation can be monetary & non-monetary benefits. Compensation is the set of benefits which are offered to the employees of an organization as salary, incentives, higher job opportunities, bonuses, retirement plans and life insurance plans, provided to them.

WORK ENVIRONMENT: -

Work environment plays a key role in the performance of employees in an organization. The work environment not only refers to the work place features, facilities, cleanliness, maintenance but also includes relationship between a worker and his/her environment that can be broken down into different dimensions like the social, technical and economic in which the work is normally viewed and designed. An employee's workplace environment is a key determinant of the quality of their work and their level of productivity. According to International Labour Organization (ILO), working conditions cover a broad range of topics and issues, from working time (hours of work, rest periods, and work schedules) to remuneration, as well as the physical conditions and mental demands that exist in the workplace.

PERFORMANCE MANAGEMENT: -

The performance management is considered very crucial because a minute error in this will affect the employee psychologically hence it reflects in the entire work motivation, relationships etc. Baron and Armstrong define performance management as an integrated and strategic approach towards enhancing the employee and organizational productivity by bettering the performance of employees through developing the individuals and teams' capabilities. Performance management practice is a systematic way of communicating to employees on what they are expected to do and what the performance and productivity parameters. Performance Appraisal is an important part of performance management. In itself it is not Performance Management, but it is one of the ranges of tools that can be used to manage performance. Performance appraisal is the process of obtaining, analysis and record in information about the relative worth of an employee. The use of good and appropriate appraisal method is very

important. The focus of the performance appraisal is measuring and improving the actual performance of the employee and also the future potential of the employee.

WORK-LIFE BALANCE: -

WORK LIFE BALANCE IS THE CONCEPT OF PROPER prioritizing, allocating appropriate time, space, energy and balancing the stress between the career life and personal life. Work life balance reduces absenteeism, late coming, sick leaves and increases Productivity.

Sarah Holly and Alwine Mohnen (2012) in their study titled “Impact of working hours on Work Life balance” their main objective was to examine the influence of the working hours of the employees on their satisfaction on the job. They explain that the overall number of the employees wants to reduce their working hours is influenced mainly by the overtime compensation. Their study result shows that generally the long working hours do not lead to the dissatisfaction among the employees, but long working hours have a positive effect on the employee’s life and job satisfaction and the desire to reduce the long working hours have a negative impact on the job satisfaction of the employees.

Mohammad niaz (2008) in his research titled “Work life balance practices and gender gap in job satisfaction” examines the role of the work life balance practices by explaining the paradox of the contented women worker”. In his research he finds out that woman reports higher levels of job satisfaction than that of men. The main finding is that WLB is the important determinant of the intrinsic extrinsic, aspects of job satisfaction.

CAREER DEVELOPMENT: -

Career development usually refers to managing one's career in an organization. It involves training on new skills, moving to higher job responsibilities, making a career change within the same organization, moving to a different organization or starting one's own business.

LEADERSHIP: -

Leadership development can be described as the longitudinal process of expanding the capacities of individuals, groups, and organizations to increase their effectiveness in leadership roles and processes. Increased effectiveness from this perspective pertains to anything that would improve the ability for groups of people to work together in productive and meaningful ways. Thus, leadership development is inherently multilevel in that the developmental focus can be on the individual, group or team, or the entire organization—or some combination of all three levels. Taking into account group and organizational levels is important to the goal of building a sustainable leadership-development system that supports continuous and ongoing individual self-development processes.

RELATIONSHIP WITH THE SUPERIORS: -

“People leave job not because of organization but because of their bosses”

One of the most important career management habits for career success and resiliency is regular attention to building relationships. Mentors, role models, feedback providers and coaches can help us connect, gain support, develop and excel in our careers thus it is important that Relationship with the bosses is a most influencing factor.

JOB SATISFACTION: -

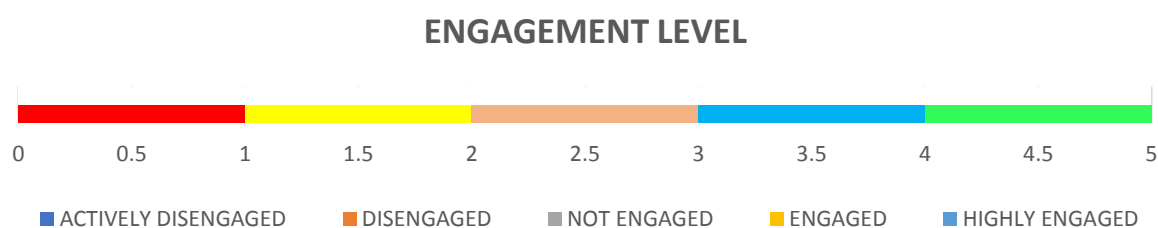
Job Satisfaction, is the feeling of contentment or a sense of accomplishment, which an employee derives from his/her job. It is a result of appraisal that causes one to attain their job values or meet out their basic needs, less grievances, safe work environment etc. It helps in determining, to what extent a person likes or dislikes his/her job. A satisfied employee need not be a engaged employee.

JOB SECURITY

Job security is defined as the assurance in an employee's job continuity due to the general economic conditions in the country (James, 2012). It is concerned with the possibility or probability of an individual keeping his/her job (Adebayo and Lucky, 2012). It deals with the chances of employees keeping their jobs in order not be unemployed (Simon, 2011). Jobs which are not backed by indefinite contract or cannot be guaranteed for reasonable period are deemed to lack job security. It is also seen as the employees free from the fear of being dismissed from his/her present employment or job loss. Some professions and employment activities have greater job security than others. Job security is an employee's assurance or confidence that they will keep their current job for a longer period as they so wish (businessdictionary.com). It is the assurance from the company or organization that their employees will remain with them for a reasonable period of time without being wrongly dismissed (Adebayo and Lucky, 2012; Simon, 2011).

1.3 EMPLOYEE ENGAGEMENT

The phenomenon of employee engagement now-a-days became one of the major concerns across the globe. A survey conducted by the Gallup resulted in only 13% of the Employees were engaged. employees worldwide -- 63% -- are "not engaged," meaning they lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes. And 24% are "actively disengaged," indicating they are unhappy and unproductive at work and liable to spread negativity to co-workers. In rough numbers, this translates into 900 million not engaged and 340 million actively disengaged workers around the globe.



The Employee engagement is defined as an ability to capture the heads, hearts and souls of your employees to instil an intrinsic desire and passion for excellence. Employee Engagement can best be defined as the passion, drive commitment and involvement of employees in providing consistent and sustained discretionary effort. It is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. In Indian food industry, there is a need of engaged workforce for the better hospitality and services, so that the guest may visit again and again for the getting the taste of that hospitality and service. In an industry like Quick Service Restaurant Industry where there is emphasis on intangible and greater reliance on human resource as the customer experience is dependent to a large

extent on the quality of service delivered by the employee's employee engagement gains further importance. Hence we can take it as the indicating factor of Employee retention

U.S. Employee Engagement, 2011-2016

Monthly averages

■ % Engaged employees



Figures shown are for January of each year

GALLUP

1.4 EMPLOYEE TURNOVER AND RETENTION: -

Turnover intention is a major issue, mainly in the field of human resource management. Intention to leave a job is defined as an 'individual's own expected chance that they are quitting the organization permanently at some spot in the near future (Vandenberg and Nelson 1999). Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing.



Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention. As it is known employees are the most valuable assets of the organizations. So, giving concern for them is very indispensable to the organizations. The one thing organizations will do with regard to their employees is to know the turnover intention of employees and the factors leading to it. Employees are more likely to leave a company if they were not satisfied with their job or believed there are better opportunities elsewhere. Porter and Steers (1973) added on to the turnover theory by introducing how work-related and personal factors influenced voluntary turnover. These 17 factors include extrinsic rewards, advancement opportunities, and additional influences such as "effective supervision" and "positive group relations" by overcoming this actor with the benefits and some other factors we can achieve the magical word Employee Retention.

1.5 NEED FOR THE STUDY: -

As there is notable Rate of Attrition in the organization, to analyse and understand the following aspects;

- Employee's perception about the HR Practices.
- Level of employees' engagement and the turnover intention
- Suggest ways to improve the employees' engagement and reduce the turnover intention using the HR Practices, developing strategies.

1.6 OBJECTIVES: -

- To study the most influencing factors which contribute to the Employee retention in the organization and as a result to reduce the attrition rate
- To study and understand the Employee's perception about the Roots India ltd HR practices.
- To find the impact of the employee engagement on employee Retention
- To find the Employee satisfaction level with the organization and organizational benefits
- To analyse the Employee Engagement level
- Suggestions to decrease the employee turnover

1.7 PROPOSED MODEL: -

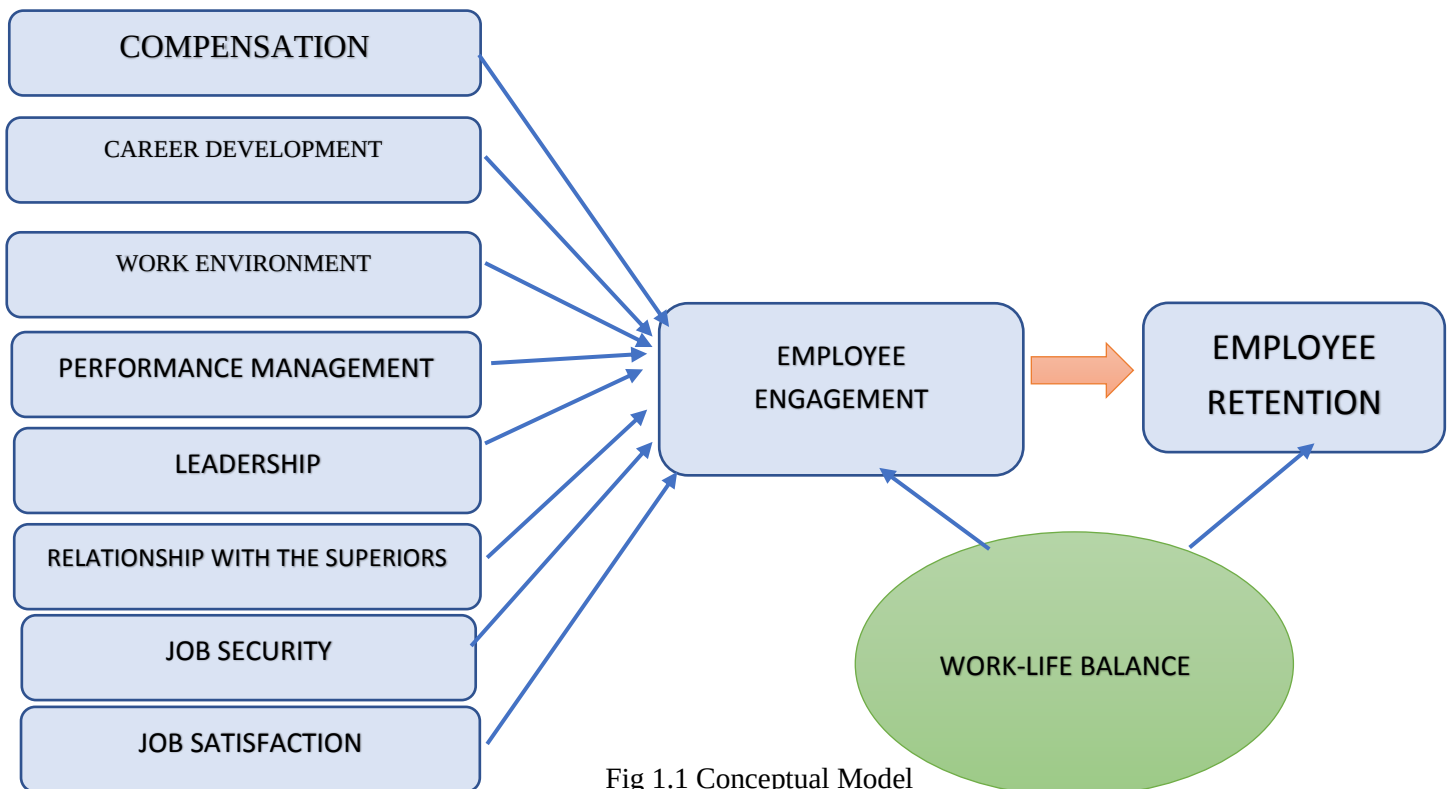


Fig 1.1 Conceptual Model

1.8 LIMITATIONS OF THE STUDY: -

The limitations of this research study are as follows:

- ❖ The research is based on one organisation of ROOTS INDUSTRIES INDIA LTD, THOPPAMPATTI, COIMBATORE where I'm an intern in the HR Department- Roots India Ltd –Raakipalayam.
- ❖ The study is limited in terms of Geographical location and the location of study is Coimbatore (Tamilnadu).
- ❖ The data is collected only from the Roots employees in Raakipalayam unit.
- ❖ Time limitations to interact with the employees because of the work routine
- ❖ The perception of the participated employees
- ❖ Emotional state of respondents at the time of the survey conducted

1.9 COMPANY PROFILE: -

Roots Industries India Limited (RIL) established in 1970 is the flagship company of the Roots Group and its products find pride of place in some of the world's most respected automobile brands. RIL has a full-fledged manufacturing facility in India, Malaysia, Russia and has offices in strategic locations across the world

The company manufactures a wide range of Electric Horns, backup alarm and electronic horns with multi-functional capabilities for passenger vehicles, off-road vehicles and material handling equipment.

It has subsequently added to its product offerings with halogen bulbs, disc brake pads, brake shoes, clutch plates, batteries and reverse sensors.

RIL established a High Precision Engineering Division (HPED) in 2005 to manufacture Highly Critical Parts, Sub-Assemblies and High Level Assemblies for the Medical, Aerospace, Flow Control, Automobile & Other Engineering Industries.



Fig 1.2 Horn

RIL established ROOTS METROLOGY and got accredited by NABL in 2005. It also addresses the Group's calibration requirements and opened up branches in Chennai and Bangalore. In addition to calibration other services rendered by metrology division are Third Party inspection and Training & Development.

RIL established a commercial furniture manufacturing division ROOTS SYONA in 2013 to manufacture ergonomically designed furniture's. Syona currently has more than 5 models of commercial chairs and will unveil other furniture products in a phased manner.

In the dynamic world that is driven by technology, a successful presence depends on the way you mold that technology to fit popular needs, Indigenous talent, a daring attitude, courage to accept and learn new things and the simple spark of an idea. That is the genesis of ROOTS.

Roots Industries India Limited (RIL), the flagship division of the group was the culmination of more than Three decades effort to manufacture world class horns. Roots established itself as the market leader in India, delivering over 12 variants of Electrical horns and subsequently added to its range Automotive Lamps, Friction products, Batteries and Reverse sensors. Today, Roots Horns are an integral part of world-renowned automobiles such as BMW, Harley Davidson, Navistar, Toyota, VW group and many more. RIL is the 5th largest horn manufacturing company in the world.

The Engineering in its desire to be the best and to meet the exclusive requirements of various customers across the globe.

It has acquired the wisdom for a well-equipped R & D facility, to test the horn in all factors related to the performance and the reliability by simulating the environmental and field conditions for the robustness checking to meet the sporadic conditions. The objectives of Engineering is Design and Development – Sub system and Vehicle Level integration (New product development, Product performance evaluation, vehicle packaging study and component dynamics).

Engaged in the continuous up gradation of products by Adopting new technologies to bring out highly reliable and long-lasting products to satisfy the end customer needs.

The proposed objectives include:

- Identification of new products, application and process.
- Improvement in existing product and process.
- Adoption of new technologies to bring out highly reliable and long-lasting products to satisfy the end customer needs.
- Development of high durable product.
- Introduction of RFID & sensors technology in the automobile security and convenience systems.
- Environmental Management System and Control of pollution.
- Development of low-cost alternate materials.
- Environmentally sustainable surface finishing techniques.
- Compliance to RoHS Requirement.
- Excellence in acoustic engineering.
- Standardisation of Products & Components through Value Engineering.

The in-house facilities are selected based on the actual field applications and to simulate the actual environmental conditions. The existing in-house Research and Development facilities are detailed below.

Roots Industries India Limited (RIL), the flagship division of the group, was the culmination of more than a decade's effort to manufacture world class horns. The challenges in the process of horn design and manufacture were primarily attaining...

QUALITY

Every Roots product has passed stringent Quality Standards.

The quality journey starts from raw material inspection to pre dispatch inspection of finished goods and confirms only quality products reaches the customer hand.

The compliance to various Quality System Certification speaks about company's passion for Quality.

- First horn manufacturing company in India to get ISO 9001 certification

- First horn manufacturing company in Asia to get QS 9000 certification
- First horn manufacturing company in Asia to get VDA 6.1 certification
- First horn manufacturing company in the world to get ISO/TS 16949
- First horn manufacturing company in India to get ISO 14001 certification for EMS

Certificate

Standard **ISO / TS 16949:2009**
(3rd edition, 2009-08-10)

Certificate Registr. No. 01 111 009578/01
IAF Certificate No. 0151067

TÜV Rheinland Cert GmbH certifies:

Certificate Holder: **Roots Industries India Limited**
Kathiraickenpalayam Road, Thoppampatti Post,
Coimbatore - 641017, Tamilnadu, India

with remote location responsible for Testing

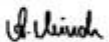
Roots Industries India Limited.
R.K.G. Industrial Estate, Ganapathy,
Coimbatore - 641006, Tamilnadu, India

Scope: Manufacture of Horns and Horn Components for Automotive Industry
- with product design & development-

An audit was performed, Report No. 009578/01. Proof has been furnished that the requirements according to ISO /TS 16949:2009 are fulfilled.
The due date for future audits is 06-09 (dd.mm).

Validity: The certificate is valid from 2012-11-19 until 2015-11-18.

2012-11-19


TÜV Rheinland Cert GmbH
Am Grauen Stein 51105 Köln
Deutschland



2-ISO-GMC 01003

Certificate

Standard **ISO 14001:2004 + Cor. 1:2009**

Certificate Registr. No. 01 104 087168

TÜV Rheinland Cert GmbH certifies:

Certificate Holder: **Roots Industries India Limited**
Kathiraickenpalayam Road, Thoppampatti Post,
Coimbatore - 641 017, Tamilnadu, India

Scope: Manufacture of Horn, Horn Assembly and Horn Components for Automotive and Non-Automotive Applications

An audit was performed, Report No. 097168. Proof has been furnished that the requirements according to ISO 14001:2004 + Cor. 1:2009 are fulfilled.
The due date for all future audits is 31-10 (dd.mm).

Validity: The certificate is valid from 2013-02-01 until 2016-01-31.
First certification 2010

2013-01-28


TÜV Rheinland Cert GmbH
Am Grauen Stein 51105 Köln



00A-2M-56-95-60

Certificate

Standard **ISO 9001:2008**

Certificate Registr. No. **01 100 009578**

TÜV Rheinland Cert GmbH certifies:

Certificate Holder: **Roots Industries India Limited**
Kathiraickenpalayam Road, Thoppampatti Post,
Coimbatore - 641017, Tamilnadu, India.

Scope: **Design and Manufacture of Horns & Horn Components for Industrial and Aftermarket Automotive Applications.**

An audit was performed, Report No. 009578. Proof has been furnished that the requirements according to ISO 9001:2008 are fulfilled.
The due date for all future audits is 18 - 09 (dd.mm).

Validity: The certificate is valid from 2012-11-29 until 2016-01-15.
First Certification 2001

2012-11-29


TÜV Rheinland Cert GmbH
Am Grauen Stein 51105 Köln

00A-2M-58-95-09

Fig 1.4 ISO Certificates

VISION

Make a clear difference as a responsible corporate entity that is committed to technological, social, ethical and environmental betterment. This is achieved through

- Sustaining a lead position as a trusted solutions provider to customers.
- Adding value in every way, from technology to quality to customer relations.
- Creating a free spirited, intellectually challenging work culture within the organization.
- Ensuring individual social responsibility plays a collective role in building impactful corporate social responsibility.

The management's role at Roots Industries is to empower employees to believe in the power of ideas - a culture we call Ideapreneurship. Helping customers from all spheres of work, Ideapreneurship are transforming global businesses one relationship at a time.

MISSION

To be valued as a company, that understands quality and integrates it at every level to provide world class products and to offer outstanding value to our customers.

1.9 INDUSTRY PROFILE

Roots Industries India Limited has an infrastructure to produce 10 Million horns per annum and presently running at 80% of its capacity. Roots has its own Press shop with capacity upto 100T Power press, 250T Automatic Press and customised Powder Coating and Coil Winding Facility. Roots is running 15 assembly lines with Semi and full level automation to support its growing demand. Roots produces more than 20 models of Vibrating and Windtone type Electric and Electronic horns with horn diameter varies from 70mm to 150mm diameter. All activity are system driven with Poke Yokes in every critical stage to ensure only flawless product reach our customers. Roots horns are manufactured to comply to IS 1884-1993 & AIS 014 Indian standards and International ECE Regulations.



Fig 1.5 Shop Floor

Roots Multiclean Ltd, India's first Mechanised Cleaning Equipment Manufacturer began operations in 1992. With the vision of a cleaner nation, when we started our operations, little did the Nation know that Roots Multiclean Ltd, was going to be the country's largest cleaning equipment manufacturer.

Our journey started with a simple push sweeper, flipper and today our highly sophisticated manufacturing facility produces a range of machines Including scrubbers, high-pressure washers, industrial vacuum cleaners, carpet cleaner machines, steam cleaners, city sweepers and runway sweepers.

We are proud to enjoy unparalleled trust and confidence of thousands of customers across segments like manufacturing, railways, defence, pharma, automobile industries and many more. Currently, Roots Multiclean Ltd offers its solutions in 34 countries.

Giving the best cleaning experience and ensuring Hygiene at our customer's premises begins right at our factory. Our state-of-the-art manufacturing facility host array of advanced production machineries. Our Solutions are designed ergonomically with superior specifications to meet challenging working conditions and to last longer.

QUALITY IS OUR WAY OF LIFE: -

Right from raw materials to fabricated spares all components are thoroughly tested and approved for the set quality parameters before being sent to the assembly line. We have custom designed assembly, sub-assembly lines. Every product from Roots Multiclean's stable undergoes stringent quality tests at all stages.

Therefore, our machines demand less service and spares over their lifetime, thereby ensuring optimum cost of ownership.

One of the biggest strength of Roots Multiclean Ltd is the team, our All India network of 70 Business Development Executives, over 170 Service Engineers cover 29 states of India and continuously strive to exceed customer expectations in ensuring excellent sales & service support. Our Service team is trained for **"Fix it Fine - The First Time"** and ensuring maintenance costs at the lowest.

In our commitment to imagine and build a futuristic solution, we have introduced, Anti-Bacterial Tanks - in our complete range of scrubbers. Roots Multiclean Ltd, takes pride in receiving the Excellence Award for this achievement. Further Roots Multiclean Ltd is the proud recipient of Indian Government's EEPC award for 6 times in a row since 2011.

In over 25 years of our glorious journey, we are driven by the commitment to add value through innovation, quality, service and thereby building sustainable long-term business partnerships. After all, this has won us the trust and confidence of over 30,000 active customers across India & Global markets.

Roots Multiclean Ltd touches lives of People across the world & fulfil the dream of billions of people for a cleaner environment.

We Share our Knowledge, expertise, skills, technology and usage methodology with Cleaning Industry Fraternity enabling them to meet and overcome challenges in cleaning profession. We offer mechanized cleaning solutions to the customers in the Facility management, Manufacturing, Process industry, Auto mobile hospitality, healthcare, Pharma, Education and commercial building industries. The 10,000-square-foot, Global Training Academy at the company's Pollachi Campus in Coimbatore is a step towards enhancing skills of Industry professionals. The Training Academy features classrooms with 30-seater capacity and 6-seater capacity for training sessions. Acoustically designed Classrooms are outfitted with Audio / Video systems for theoretical sessions. Equipped with 9 different kind of floors, The Demo space is designed to simulate actual cleaning environment. a Demo washroom and High roof cleaning options, this is the ideal space for Cleaning Industry Professionals.

MARKET SIZE:

Indian auto component industry is classified into three types.

- Replacement components
- OEM-Original Equipment Manufacturer
- Foreign Exporters

According to a report by the Automotive Component Manufactures Association of India(ACMA), the industry is expected to grow and register a turnover of \$100 billion by 2020. Roots is definitely a notable name in the arena of auto-ancillary manufacturers. It is the 5th largest horn manufacturer in the world. Makes sense that they have drawn a large number of applicants for field study purposes. They also manufacture several other auto products, roots poly craft, root cast private Ltd, Root multi clean, roots cast private limited, roots precision products private limited, International school, RK nature cure home, high precision engineering, Metrology and several other components. AN attractive USP they have is 100% quality. They do not just aim for it but they have been able to provide their customers with 100 % quality HORNS over the years which is the sole reason for notorious offshore customers.

They have an average sale of 5.60 lakhs (units) of sales every month. Their prominent customers (as Original Equipment Manufacturers) are NISSAN, BMW, TOYOTA, and DAIMLER.

BOSCH also sells their horn in their name and are the foreign exporters of ROOTS horn. Their horns are also sold for replacement requirements. The production engineer in the press shop assured us that the horn manufactured at ROOTS last for about 2, 00,000 cycles. ROOTS has received IATF certification and ISO 14000:5001. The machines in the press shop are from SEYI, TAIWAN.

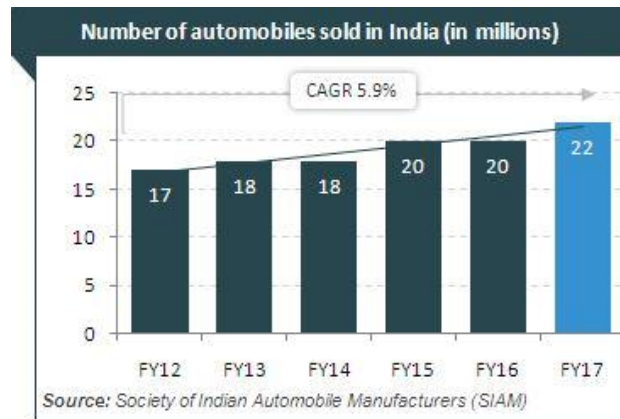


Fig 1.6 Automobiles data

CORPORATE HIEREACHY: -

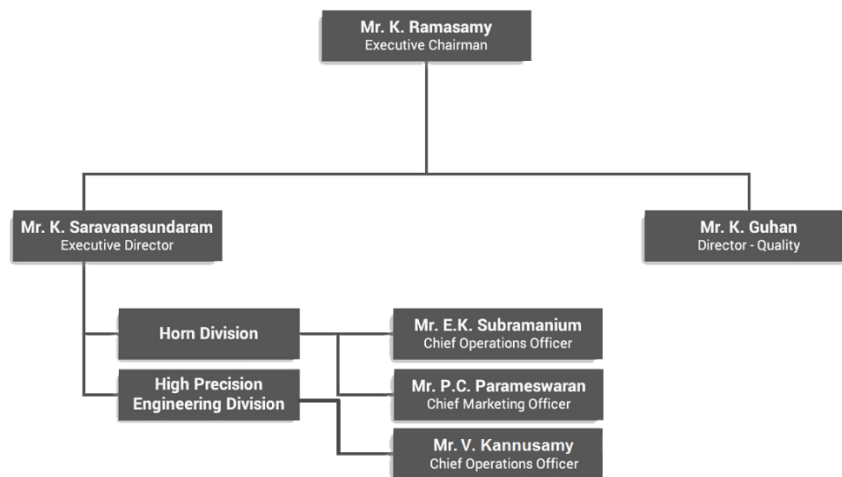


Fig 1.7 corporate Hierarchy

CHRONOLOGY:

1970- ROOTS INDUSTRIES INDIA LTD

1984- ROOTS AUTO PRODUCTS PRIVATE LTD

1984- RK NATURE CURE HOME

1985-ROOTS CAST PRIVATE LTD

1987-ROOTS PRECISION PRODUCTS PRIVATE LTD

1988-ROOTS POLYCRAFT

1992-ROOTS MULTICLEAN LTD

1997-SACHIDANANDA JOTHI NIKETAN INTERNATIONAL SCHOOL

2013-SYONA

In a country that used the automobile horn almost as much as the brake, it was a tough challenge to create durable, reliable and good sounding auto horns in the 1970s. The development of Roots Electric Horns took almost a decade to attain fruition. In the meantime, the company made inroads into the air horn market with the first-of-its-kind electric air horns.

Roots horns find pride of place in the world's most trusted automobile brands and is the eleventh largest auto horn manufacturer in the world. Captive component manufacturing arms to sustain the group's commitment to quality became imperative as market demands grew. Roots Cast, Polycraft and Precision Engineering were the result of this initiative—to remain both, self-reliant and competitive. In time, each of these divisions grew to build an external customer base as well. Today, in addition to catering to some of the world's most trusted automobile brands, Roots companies such as the tooling division, also deliver critical components to aerospace and medical instrumentation sectors. Roots MultiClean Limited was conceived to deliver world class mechanised cleaning solutions to the Indian manufacturing and service industry.

A technical partnership with Hako, Germany opened global market opportunities for this division. Today, RMCL is at the forefront of India's mechanised cleaning industry, besides garnering global share. Education and health care are two important service avenues of the Roots Group. Satchidananda Jyothi Niketan is a school built on traditional values espoused by Sri Swami Satchidananda. RK Nature Cure Home was established in 1984 and functions on the principles of Naturopathy. Thousands of people from all walks of life and different parts of the world have discovered a healthier, safer way of life, by following the principles and methods practiced here. Four decades on, the Roots Group continues to deliver on its promise of quality without compromise. In a variety of ways, its technology and talent continue to add value to life to all its stakeholders.

CHAPTER 2

REVIEW OF LITERATURE

Retention management is defined as the ability to hold onto those employees you want to keep longer than your competitors (Johnson 2000). Leighn (2002) further defines retention as keeping those employees who keep you in business. The idea that employers should retain and develop their human capital in order to obtain competitive advantage is one of the cores believes of human resources today (De young, 2000). Key aspects of retention are captured in subsequent sections of this chapter.

Retention is a complex concept and there is no single recipe for keeping employees with a company. In literature, retention has been viewed as “an obligation to continue to do business or exchange with a particular company on an ongoing basis” (Zineldin, 2000). A more detailed and recent definition for the concept of retention is “customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioural intentions” (Stauss et al., 2001). Studies have also indicated that retention is driven by several key factors, which ought to be managed congruently: organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000). Increasing numbers of organization mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, employers have a need to keep their stuff from leaving or going to work for other companies. In fact, companies that offer employee development programs are finding success with retaining workers (Logan, 2000). This is true because of the great expenses associated with hiring and retraining new employees. The adage, good help is hard to find, is even truer these days than ever before because the job market is becoming increasingly tight (Eskildesen & Nussler, 2000). In fact, literature on employee retention shows that wooing existing employees through employee development or talent management programmes costs less than acquiring new talents, as organizations know their employees; their wants & desires; while the initial cost of attracting the new employees has already been expended (Davidow & Uttal, 1989). The literature on employee retention clearly explains that satisfied employees who are happy with their jobs are more devoted for doing a good job and look forward to improve their organizational customers’ satisfaction (Denton 2000).

Employees who are satisfied have higher intentions of persisting with their organization, which results in a decreased turnover rate (Mobley et al., 1979). Abundant studies have hypothesized and empirically validated the link between satisfaction and behavioural intentions and behaviours such as employee’s retention (Anderson & Sullivan, 1993). Further, numerous studies explain the importance of high employees’ involvement and how it could enhance their retention (Arthur 1994). In summary, the literature defines retention as continuing relation between employees and their organization.

2.1 HERZBERG THEORY

Employee satisfaction is a term coined to comprehend the elements that motivate employees. Herzberg, Mathapo, Wiener and Lawrence (1974) performed interviews with employees in order to better understand the factors which motivate employees by determining what aspect of their job they like and what feature caused displeasure to them. A two-step framework was suggested by Herzberg (1975) to comprehend satisfaction and motivation of employee. This theory is developed to illustrate how employee react to their job and work condition. All factors were highlighted by Herzberg and they could

be categorized in two groups. The first group consists of Hygiene or Maintenance factors, and second group incorporate Motivating factors.

Based on the needs of the organization, hygiene factors are the group to avoid bad feeling or offensiveness in work place. If these factors are insufficient to meet employees' expectation, dissatisfaction will occur in the work place. Hygiene factors includes company or organizational policies, quality of superior, working environment, wages, relationship with co-workers, status and security. If these elements are negative, it could lead to dissatisfaction in work. Although these factors are present, employee does not necessarily feel satisfied as they simply do not dissatisfy as well. The employee will feel satisfied when motivating factors are present.

Achievement and advancement belong to motivating factors, if these elements are positive, it would contribute towards job satisfaction and motivation. Personal's need for individual growth could be led from these factors. Once it is appeared, motivation factor could motivate and trigger worker to perform the task or assignment above average and more than expected. Status, opportunity for growth, gaining acknowledgment, duty, challenging/ stimulating work; perception of individual achievement and development in career are included in Herzberg's motivating factors.

2.2 SOCIAL EXCHANGE THEORY (SET)

Study on SET is widely conducted previously and common relationship between employer and employee is the definition of this term. This theory proposes that when someone gives another person a reward, resource or other perceived commodity, the giver will expect to get future return from the receiver (Berneth & Walker, 2009). Organizational studies argue not only impersonal resource such as money is exchanged between employer and employee, but also socioemotional resources such as approval, respect, recognition and support (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). Based on what mentioned from the theory, the worker is eager to support the culture in workplace and ready to put down some insignificant values such as time and time (Eisenberger et al., 2001).

First thing, the underlying social exchanges require trust as a basic need for relationship (Blau, 1964). Secondly, for social exchange, it is crucial to invest in the relationship (Eisenberger, Huntingdon, Hutchinson & Sowa, 1986; & Rousseau, 1995). Specifically, in social exchanges, some risk is inherent for because investment might not be repaid even though both parties have funded into each other party and importantly trust is required (Cotterell, Eisenberger & Speicher, 1992). Thirdly, social exchange needs a long-term orientation since the exchange is continual and based on the sense of obligation (Blau, 1964). Lastly, the final disparity is the focal point on financial such as benefits and pay as compared to socioemotional aspect of exchange such as concession and care from organization.

Several studies (Moreland & Levine, 2001; & Van Knippenberg & Sleebos, 2006) have established that social exchange outcomes are from job satisfaction and organization commitment because the two constructs reflect a perception of the exchange quality of which the working organization and the employee are required to fulfill their obligation to each one another and set up ongoing reciprocity. Hence, it is considered to be closely linked between organizational commitment and job satisfaction through social exchange model (Chiu & Ng, 2013).

In organizational researches, the SET and the concept of POS have been used to illustrate the mental process rooted with employee behavior and characteristic (Blau, 1964). SET suggests that individual is likely to return the other party's favor if he/she receives favorable treatments from others. Eisenberger, Fasolo and Davis-LaMastro (1990) proposed that commitment is the best to be conceptualized by social exchange relationship in which commitment is point of view of employee side of the exchange and POS represent the employer side of the exchange. The concept of POS which refers the degree of the organization appreciating their contribution of employees and concerning their well-being has been

utilized to picture the social exchange relationship between employer and the employee (Eisenberger et al., 1986).

SET is the driving strength that primarily affects employee organizational commitment specifically; POS, job satisfaction, and job involvement were identified as main factors of employee commitment (Salim, Kamarudin & Kadir, 2008). On the other hand, certain number of investments in developing and motivating employees is provided by the employer in order to minimize the turnover culture in the organization (Lee & Bruvold, 2003).

2.3 FACTORS THAT ARE ASSOCIATED WITH EMPLOYEE RETENTION

Factors associated with employee retention include human resources practices, planning, career development, work environment, work-life balance, leadership, relationship, job security, employee engagement. employee commitment job satisfaction, career development, performance management, leadership, compensation and training and development.

2.4 RETENTION FACTORS FOR ALL EMPLOYEES

Agrela, et al (2008) states the need to focus on the factors that affects retention leading to growth and success of organizations. Studies suggests that retention strategies, which effectively satisfy the needs of all employees consequently enhances the ability for companies to adapt more effectively to ongoing organizational change (Gale Group, 2006). Research shows that trends redefining modern retention strategies go beyond the traditional salary and benefits package (Gale Group, 2006) and compensation (Feldman, 2000) embracing employee motivation (Thomas, 2000), as one of the key factors to cater to the diversity and long stay of the workforce in the organization. Retention factors incorporating the needs and desires of employees at any age enhance levels of individual job satisfaction, loyalty, and commitment (Boomer Authority, 2009). Cunningham (2002) states that employees rank employee recognition, flexibility and training as top priorities for prolonging individual employment, while Walker (2001) and others call for establishing a supportive learning and working climate for employee retention. Further, career development (Boomer Authority 2009), organizational commitment (Patrick Owens, 2006), communication (Gopinath and Becker, 2000) and superior-subordinate relationship (Zenger, Ulrich, Smallwood, 2000) are also the factors known for prolonged stay of the employees in the organization. The list of retention factors and literature review is not meant to be exhaustive of all possible theories or variables related to employee retention and turnover (Griffeth et al., 2000). Rather, the emphasis in this study is placed on testing the relative frequency with which various retention factors emerge when analysing employees' versions for why they stay. A brief introduction and review of the 12 retention factors working towards the preservation of an organizations most valuable asset – employees (Yazinski, 2009), examined in this study are provided in the following section.

HRM PRACTICES

Many researchers conducted their researches to determine the relationship between Human Resource Management (HRM) practices and Employee engagement, Job satisfaction, employee performance, employees, turnover intention in developed countries but few studies have been conducted in developing countries (Saira Hassan,2016). HRM practices is a process of attracting, motivating, and retaining employees to ensure the survival of the organization (Schuler and Jackson, 1987). HRM practices are designed and implemented in such a way that human capital plays a significant role in achieving the goals of the organization (Delery and Doty, 1996). The appropriate use of HRM practices

positively influence the level of employer and employee commitment (Purcell, 2003). HRM practices such as, training and development, performance appraisal encourage the employees to work better in order to increase the organizational performance (Snell and Dean, 1992; Pfeffer, 1998).

The role of HRM in recent two decades has been so fundamental especially due to the highly competitive and vulnerable business climate (Paauwe, 2004). Referring to Quick Service Restaurant Industry and considering its labour-intensive characteristic Lockyer, (2007) stated that HR is too vital for the management of this industry. Ramesh T (2005) studied the changes occurring in the field of human resource management in today's era. In his study, he observed that HR functions are concerned with a variety of activities that significantly influence almost all areas of an organization. The success of an organization depends to a large extent on the existence of a favourable HRD climate a combination of various factors such as openness, team spirit, trust, autonomy, cooperation, integrity, recognition, participation, fair compensation, counselling, problem solving, valuing the assets, and respect for the individual. It is the human intellect, human energy and human inventiveness, which accomplish excellence for the firm.

For the last decade, researchers have emphasized the effects of human resource management practices on restaurants performance. Siguaw and Enz, Wang et al., Waller, Huselid, Huselid and Becker, Becker and Gerhart, Cho and Poister and Delery and Doty have argued for the best practices known as innovative human resource management practices where, some HRM practices are always better than others, therefore, all hotels are encouraged to adopt these practices. The adoption of best practices has resulted in lowered costs, increased revenues, and the creation of a more effective human resource management

COMPENSATION

Creating a compensation structure that supports an employee development program is a distinct challenge for companies. Many organizations claim to base pay raises on performance, but that is not actually the case. Some companies try to emphasize a team environment, but continue to reward people for individual achievement (Feldman, 2000). These inconsistencies can cause frustration and cynicism by employees. It is especially difficult when employees are not seeing significant pay raises, yet company leaders are richly rewarded (Feldman, 2000). The entire organization must buy into the culture of employee development. Sears created a new compensation system when they got into the business of employee development. Whereas they used to only offer pay increases to employees who were promoted, they have moved to a system where people may see a pay increase for lateral moves that are appropriate for their own development (O'Herron and Simonsen, 1995).

CAREER DEVELOPMENT

The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is not a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999). Eyster, et al. (2008) state that job flexibility along with embracing career and life options, is a critical incentive for all employees. Research shows growing trends of employers providing greater job flexibility that includes flexible career options (i.e. training, mentoring, workstation accommodations, job mobility, and reduced work hours) and life options (i.e. counselling services, health and wellness programs) (Boomer Authority, 2009; Eyster, et al., 2008). The challenge

to organizations is that they must accept that this process may lead some employees to leave the company and pursue outside opportunities (O'Herron and Simonsen, 1995).

RELATIONSHIP WITH THE SUPERIORS

Employee development programs cannot exist without a culture that supports them. Any effective program must have strong support from people in senior management positions, and these people must also serve as positive role models to subordinates (Zenger, Ulrich, Smallwood, 2000). Managers and supervisors take on a new role when an organization gets into the business of employee development. They must become coaches to help people manage their careers and support their European Journal of Business and Management www.iiste.org development efforts. Managers at Sears actually go through a workshop called "Managing Career Development" to prepare them to work with employees under their career planning system (O'Herron and Simonsen, 1995). Coaching employees is valuable in helping them meet their goals, but it is also important for managers to simply show that they care. It is an intangible incentive that can make a big difference in employee motivation (Moses, 2000).

WORK ENVIRONMENT

Since learning and development opportunities appear crucial for the retention of talented employees (Arnold, 2005; Hytter, 2007; Walker, 2001), an organisation must establish a supportive learning and working climate. The concept "learning and working climate" is derived from previous research (Abrams et al., 2008 etc). In general, it refers to the environment wherein employees both learn and work. More specifically, the concept could be described by referring to: guidance and appreciation at work; pressure of work; the amount of empowerment and the responsibility that employees experience; choice in job tasks and development; provision of challenging and meaningful work; and advancement and development opportunities. Results from previous research show that the appreciative approach, operationalised through an appreciative learning and working climate, positively influences employee retention (Abrams et al., 2008; Christiaensen et al., 2009; Kyndt et al., 2009; Van Hamme, 2009; Visser, 2001; Verheijen and Dewulf, 2004).

WORK-LIFE BALANCE

In the modern lifestyle, 24 hours per day is not enough to tackle work and personal tasks. Work-life balance has become a pre-dominant issue in the workplace especially in the society filled with conflicting responsibilities and commitments. Facilitating a good work-life balance is one of the retention factors frequently cited in the literature. The conflict between work and career on the one hand and private life on the other is currently assuming large proportions in our society. Many organizations instituted hotlines, programs, or even software to ensure that these conflicts do not diminish the quality and productivity of employees' work. There is an increasing demand for more flexible forms of work, which would positively affect the reduction of the work-family conflict and employee satisfaction in general. Work-life balance policies help employees reduce the impact of work on family life, thereby often reducing stress levels, while increasing focus and motivation at work knowing that family and work commitments are being met. For employers, these policies often mean greater staff loyalty and commitment, resulting in lower turnover, and higher attraction levels. For instance, Green slopes Private Hospital in Australia, an award winner in 2005, found that investing in Available online at www.managementjournal.info Benjamin Balbuena Aguenza *et.al*| Nov.-Dec. 2012 | Vol.1 | Issue 6|88-95 92 better work and family initiatives led to a 5.5% reduction in employee turnover and a 23%

reduction in workers' compensation costs. Another sample, St. George Bank in Australia, a winner in 2007, reported reduced staff turnover from 18% in 2001 to 15% in 2006 and improved staff satisfaction from 48% of employees in 2002 to 73% in 2006 as some of the positive outcomes of introducing work-life balance initiatives. Research suggests that policies aimed at improving the work-life balance are successful if they are implemented in a supportive context that truly allows employees to make meaningful and useful choices. Lockwood also suggests that forward-thinking human resource professionals seeking innovative ways to augment their organization's competitive advantage in the marketplace may find that work/life balance challenges offer a win-win solution. Many other factors exist that might apply to a particular organization and the importance of these factors will also vary within the organization.

PERFORMANCE MANAGEMENT: -

An objective workable performance appraisal system allows evaluation of each individual performance. It provides the opportunity for two-way communication between the employees and the employee's supervisor, and allows employees to predict the future success on the job. Cook (1992) sees it as an opportunity to provide constructive, valuable feedback. He asserts that, without a performance dialogue, a company cannot retain its best people. The success of an organization performance appraisal system is essential in order for an organization to make decisions about future leadership. However, Miner and Crane (1994) observes that, reporting of job performance can be more effective if used for purposes of determining promo ability and merit compensation. They argue that performance appraisal provides valuable inputs for human resources planning in that it defines the development needs of those who may be placed in future jobs, re assigned or retrained to strengthen the organization.

LEADERSHIP

Leaders and their skills in creating a culture of retention are emerging as the key in why people stay in organizations and what usually drives them away. A landmark study by Gullop organization that includes interviews with one million employees and 80,000 managers, authors Buckingham and Cuttman (2002) net it out this way, people leave managers not companies. The study concludes that if a company has turnover problems it should focus on the managers first. Diane (2001) acknowledges that, hiring practices, rewards, training and performance management all play an important role in retention but it is the leader who makes the difference. She further concludes that the most important element in retention is a leader and it takes good planning and sound implementation to help leaders embrace their role in retention. Leadership training must involve trust building, communication, climate building, talent developing monitoring and talent finding. The concept of leadership is further collaborated by Bematovicz (1997), who see supervision as the aspect of organizational environment, which is mostly consistently linked to retention. Several studies suggest that employees view supportive supervision as the key in enabling them cope successfully with rigors of their work and remain on the job.

JOB SECURITY: -

Surviving for a longer period of time depends on these key workforces. Externally customer satisfaction is important and internally employee's employee satisfaction is crucial. Both of them are directly related because if the employees are satisfied with the recognition and reward given by the organization based on their performance, a better and better customer support and satisfaction will be provided by the employees. A satisfied employee always tries to satisfy the customer of the organization and also to increase the number of loyal customers.

According to Das and Baruah (2013), retention is basically a process in which the employer tries to encourage the employees to stay for a longer period of time. The attachment of the employee with the organization depends on many factors or variables which is important to identify and study their criticality. Both the retention process and the quitting or attrition process should be studied and researched simultaneously as this may give the employers an idea about the expectation of the employees from the organization. HR personnel should make a note of the reasons why the employees are leaving their organization and why some of the candidates want to join their organization. Analysing both of these areas may give the employer a clear picture as to where the loop-hole is exactly. I am not always that every defect can be repaired by the HR personnel but of course, some actions taken towards these loop-holes may help in reducing the attrition rate and to retain the key and skilled employees. Strauss et al. (2001), has defined retention as “customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional cognitive retention constructs, and the last two being behavioural intentions”. With this definition, it got clear that right from the twentieth century it has been found that retaining key employees are important and needed by the organization so as to sustain in the market. To develop loyal customers, organizations first need to have loyal and faithful human capital.

Many times, it has been observed that the reasons for staying with the organization may not be same to the reasons for the employees to leave the organization. If organizations adopt and implement a good set of retention strategies, then employees will definitely stay with the employer for a longer period of time. It is also important to note that only formulating the best strategies for retention does not work, time to time tailoring and changes in the strategies are required. HR cannot sit with an old and ancient set of retention strategies and say that the organization is following the retention policies and procedures.

Upgrading and bringing the necessary changes in these with time actually make these strategies work to their best. When the employer invests in formulating and implementing the retention strategies, they are actually working on not only retaining the employees but on keeping the valued skills with them, losing which can be beneficial for the competitors.

Natalie et al. (2011), found that investing more in the retention and less on recruitment is a good way to survive in the competitive marketplace. Every organization wants to recruit the best competent talent from the market, by compromising on the remuneration as well then why the employer is not capable to keep that talent with the organization for a longer period of time, this is something every employer needs to dig in and find out. Organizations need to be effective and efficient in delivering the goods and services and hence they need to have such policies and procedures which can retain the best employees of the organization. To attain the organizational goals appropriate strategies, need to be formulated and implemented so as to retain the skilled employees. But at times it has been observed that even after formulating and implementing the best retention strategies employees tend to leave the organization (Kaliprasad, 2006). These types of attrition could not be stopped or controlled.

It has been studied that hiring new employees and training them about the whole process is costlier than retaining the current employees. And hence employers are facing a big challenge in retaining their best-talented employees. Every employer wants to keep each skilled employee but 100% retention is not possible. They try to retain the best performers irrespective of their age.

As it has been studied that there are many factors that contribute towards the retention of the employees and management needs to consider each factor like work-life balance, work

environment, remuneration, co-operative peer and supervisors, motivating managers, stress reduction programs, career advancement opportunities, promotion, training and development etc. so as to increase the retention rate in the organization. Retention can only happen when the employees are happy and satisfied with their jobs and this is what the employer needs to concentrate on. In his research work Palan (2007), divided these retention factors into three categories which were social, mental and physical dimensions. Mental dimension talks about the work that the employee is doing and the satisfaction that he or she receives from the results of their job done. It includes the flexible working conditions which employee wants and to use their knowledge in the work that they are performing. Social dimension talks about the contacts that each one of us develops at the workplace and how others recognize us in the team or the organization, internally or externally. Physical dimension is more about the working condition of the organization and the pay that the employees receive.

The employer should utilize the human capital to a good extent as each employee comes with a different set of skills and talent and identifying them and utilizing it at the right place is the duty of the management of the organization. When an employee is utilized and involved in the organization a great influence is seen on his or her commitment and retention in the organization. Varma (2011), in his study, observed that factors such as level of education, seniority, leadership skills, learning attitude etc. are of great importance in employee retention. It was observed that if the remuneration or pay of the employees is raised there was a negative impact on the attrition. A good compensation to the top management is given by almost every organization but very few of the organizations use the power of compensation at the middle and lower level management. Compensation strategy proves to be more effective in the lower and middle-level management of the organization. People who are at the top of the management level need more of position and status as employees of more age are generally, at the top management level. Hence employer should use this factor of compensation for retaining employees more strategically rather than just pay to the top management people.

It was observed that among all types of rewards monetary reward is considered to be most important and effective factor which lead to retention of the employees. In a research by Sinha and Sinha (2012), it was concluded that although the pay is an important factor for the retention of employees but it is not the primary and most important factor to be considered. At times employees leave their employer not because of the compensation but due to some other factor which may be the employer is not considering as an important and influencing factor.

For every individual working for an organization especially in the IT industry, various other factors apart from compensation is there which have a great influence on the decision of the individual whether to stay or to leave the organization.

Rewards and recognition are also very important along with the compensation factor for the retention of the employees. Every employee apart from being paid well also desires to be rewarded for the hard work and their performance. Non-monetary rewards also influence the employee's decision to stay with the organization said Varma (2011). Recognition from the boss, manager, superior, peer members etc. act as a catalyst to increase the loyalty of the employees. At times only, verbal recognition also brings a lot of employee satisfaction to the employees. In a team where the supervisor supports and recognizes the team member's work and performance of the best performer in almost every target achieved, other team members also get motivated to work and perform better so as to get praised in the next task or work.

Immediate supervisor's behaviour and approach towards the best performer also influence the employee's decision to stay with the organization. Sindhu and Sindhu (2014), stated that employee satisfaction is a combination of the psychological and physiological behaviour of the employee, which is also affected by the environment of the organization. It is said to be a positive or a negative emotion which is observed when the work done by the employee is recognized and unrecognized respectively.

Employee satisfaction can be said as a positive feeling attained when the employee feels happy with the work done by them and a positive response in the form of rewards is received from the employer.

Chapter -3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter will explain the method adopted by this research. This chapter will mention every component involved in conducting this research from population, population frame, sampling techniques used for the interview and data collection design in detail. The chapter ends with a note of the choice and use of tools and techniques for the accomplishment of the objectives of the study and for the solution of the problem statement. Finally, this chapter provides a detail explanation of the selected mode of analysis used and data collection method.

3.2 RESEARCH STUDY

The research design adopted in this research to study the actors influencing Employee retention is descriptive research design. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied.

PRIMARY DATA

There are several methods of collecting primary data, particularly in surveys and descriptive researches. For the descriptive type of researches, the best-suited research approach for collecting primary data is the survey technique using the questionnaire method. The data will be collected through direct communication with the employees.

SECONDARY DATA

The secondary data is collected from the websites, international and national journals in the field of management as well as business magazines, business dailies, referred textbooks based on HR Practices and academic studies conducted in the related areas for the purpose of building a strong conceptual background including the review of literature for the study.

SAMPLING METHOD

The sampling method used in this research is Convenient sampling. Convenient Sampling (also known as grab sampling, accidental sampling, or opportunity sampling) is a type of non- probability sampling method where the sample is taken from a group of people based on availability and willingness to take part. The samples will be collected from the Roots employees by circulating questionnaires.

TOOLS OF DATA COLLECTION

HR Practices: HRM practice is a process of attracting, motivating, and retaining employees to ensure the survival of the organization This will be measured under 6 sub constructs like Recruitment and Selection, Training and Development, Compensation and Benefits, working condition, Performance

Management and Grievance Handling and measured by 5-point scale which ranges from 1-Strongly disagree, 2-Disagree, 3- Satisfied, 4-Agree, 5-Strongly agree.

Employee Engagement: Employee engagement is defined as employees' willingness and ability to help their company succeed, largely by providing discretionary effort on sustainable basis. This will be measured by 5-point scale which ranges from 1-Strongly disagree, 2-Disagree, 3- Satisfied, 4-Agree, 5-Strongly agree.

Employee Turnover Intention: Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing. This will be measured by 5- point scale which ranges from 1-Strongly disagree, 2-Disagree, 3- Satisfied, 4-Agree, 5-Strongly agree.

SAMPLING METHOD, DATA COLLECTION AND ANALYSIS: -

Simple Random Sampling was used to collect the data for the pilot study. Primary data was collected through questionnaire containing questions related to retention strategies and attrition factors. The responses of the employees were noted and analyzed with the help of Microsoft Excel.

3.3 NATURE OF STUDY

The Study was a Quantitative - Descriptive Study.

QUESTIONNAIRE

The Questionnaire is a systematically prepared document that consists of a set of questions designed in such a way so as to get the responses from the respondents. It acts as an inquiry, the document that helps in obtaining the data for understanding the problem under the research study.

The Questionnaire is consisted of 3 major sections. The first section had questions related to the employee demographics, the second section had questions related to the factors that influence the retention strategies and the third section had some open-ended questions. The Second Section Questions was ranges on a five-point scale i.e. Likert Scale was used.

where:

1 = Strongly Disagree

2 = Disagree

3 = Neither Agree nor Disagree

4 = Agree

5 = Strongly Agree

3.4 TYPES OF ANALYSIS

To test the hypotheses and to obtain the required objectives, there were various tests done through the SPSS. Mentioned below are the various methodologies used to attain the objectives of this study.

DESCRIPTIVE ANALYSIS

In SPSS, descriptive analysis of the dataset represents the Mean value of the different variables. This method is used to study, the mean and the variance among the different questions and to draw the conclusion related to the response from the employees and the HR of the service industry.

RELIABILITY TEST

Reliability Statistics	
Cronbach's Alpha	N of Items
.935	11

Table 1 : Reliability test

Reliability Test of the questionnaires were done in order to check the reliability of the set of questions asked in the questionnaire. In this the value of Cronbach Alpha is measured and considered. Greater the value of Cronbach Alpha, the higher is the consistency within the set of items in the questionnaire. For Questionnaire this test was done to authenticate the consistency of all the items.

EXPLORATORY FACTOR ANALYSIS

Factor analysis is a method used to identify the variables which are related to one another. A relationship between the variables is measured and identified. This method is used to reduce the large number of variables into smaller number of variables.

REGRESSION

This method is used to predict the value of a variable based on the values of two or more variables. For this study linear regression was used as one of the methods so as to measure the value of the 11 identified retention factors related to each other. This method helped in allocating the weightage to the 11 factors and categorizing these factors on the basis of the influence they show on the employee retention.

ANOVA FOR THE RETENTION FACTORS

An ANOVA test is done to state whether the survey is significant. This method helps to figure out whether to reject or accept the Null Hypothesis. It is a method used to test the groups and identify if there is any difference between the groups.

DESCRIPTIVE STATISTIC COMPARISON OF THE RETENTION FACTORS

The descriptive statistic method is used to measure the means of the variables and compare them. For this study descriptive statistic is used to compare the means and state the most influencing factors for retention of the employees.

3.5 SOURCE OF DATA

The data for this study has been collected using Primary Source. Primary data have been collected using survey method, i.e. using the Structured Questionnaire for Employees The study has been conducted Roots industries India ltd. And to collect the primary data Questionnaires were distributed among the employees' company and data was collected.

3.6 SAMPLING DESIGN

POPULATION

A group of members who meet a particular set of criteria specified for a research is called as population. A population can be homogeneous or heterogeneous. A population is said to be homogeneous when all the units in a population have similar type of characteristics, whereas a population is said to be heterogeneous when the units of the population show some different characteristics like age, gender etc.

SAMPLE

Compared to the population size when a small group is extracted from the population, that group is called as Sample and each member of a sample are called as respondents.

SAMPLING

The process of extracting a group of members of a population to make a sample is called as Sampling. Generally, sampling is done because the size of the population is quite big and it becomes a cumbersome job to study a population size of say 10 lakhs or even more than that. Hence sampling is done assuming that the selected sample is the best possible representative of the population and the inferences drawn from the research is generalized for the whole members of the population. Thus, it is important that the characteristics which are found in the sample respondents should be same as that of the characteristics of the population respondents. For the study precision rate of 5% and Confidence level of 95% was considered.

RESEARCH INSTRUMENTS

The process of fact findings with the help of some tools is called as Research Instruments. The tools used to collect data are called instruments in research. The instrument chosen should be valid and reliable for which testing of its reliability is done with the help of the software SPSS 16 version. Researchers are free to use any instrument to collect data for their study until the instrument gives the expected results. Different research instruments which have been used in this study are as follows:

CHAPTER 4

DATA ANALYSIS AND FINDINGS

4.1 OVERVIEW

This chapter includes a detailed analysis and interpretation of dataset. The chapter states the various tests done to analyze the data collected from the employees Roots Industries India td. The data was collected from 59 respondents of Roots India ltd. The data collected through manual paper questionnaire was digitalized and used for analysis. This provides the overview of various factors.

4.2 RELIABILITY TEST

Reliability Statistics

Cronbach's Alpha	N of Items
.935	11

Cronbach's Alpha Value for the model
Table 2: Reliability Test

4.3 RELIABILITY STATISTICS

Cronbach's Alpha N of Items = 0.935
Source: Primary Data

Interpretation - The Questionnaire was prepared for the Employees of which consisted of total 96 items (including the demographic, independent and dependent variables). The value of Cronbach Alpha obtained was 0.935 which states that the scale of reliability is good. Greater the value of Cronbach Alpha, higher is the consistency within the set of items in the questionnaire.

4.4 REGRESSION

Model	R	R Square	Adjusted R Square
1	.912 ^a	.832	.801

Table 3: Regression

The R^2 value of the model is 0.832 which means the model thus proposed has high significance. The model is 83.2% reliable.

4.5 DESCRIPTIVE STATISTICS

	Mean	Std. Deviation
Compensation	3.360	.6808
Career Development	3.530	.7643
Work Environment	3.707037037033330	.799099636325560
Performance Management	3.530	.7420
Work-Life Balance	3.450202020216670	.571899698183760
LEADERSHIP	3.53333	.648444
Relationship	3.568452380950000	.707887251781400
Job Satisfaction	3.580303030283330	.694986683434023
Job Security	3.817	.9112
ENGAGEMENT	3.605555555533330	.744386820719800
COMMITMENT	3.123232323233330	.463213168998218

Table 4.1 Descriptive Statistics

4.6 GENDER-WISE CLASSIFICATION

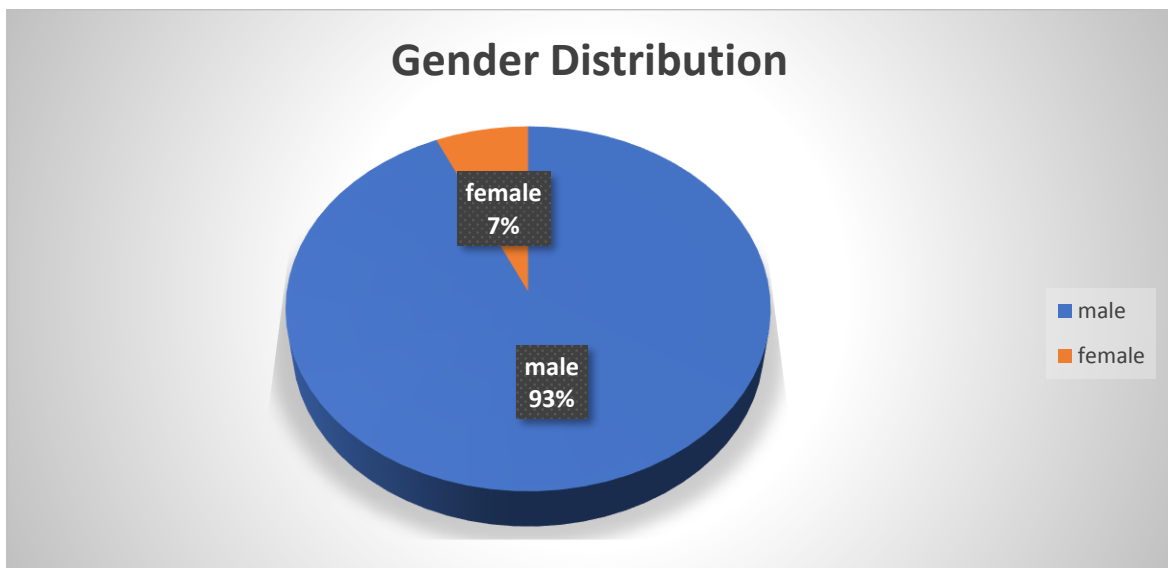


Fig 4.1 Gender wise Classification

❖ The respondents were 93% of male and 7% Female

4.7 SATISFACTION LEVEL OF EMPLOYEES TOWARDS ROOTS & ITS FACILITIES

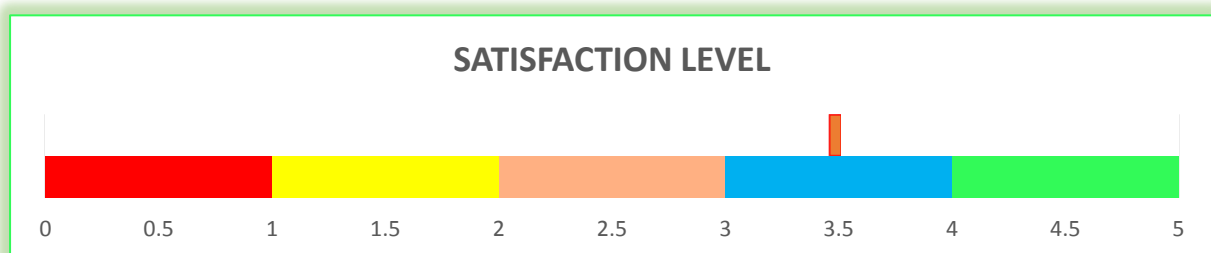


Fig 4.2 satisfaction Level

The satisfaction level of Roots India ltd lies with in satisfied region it can even be improved to highly satisfied level.

4.8 OVERALL EMPLOYEE PERCEPTION TOWARDS ROOTS

FACTOR DISTRIBUTION

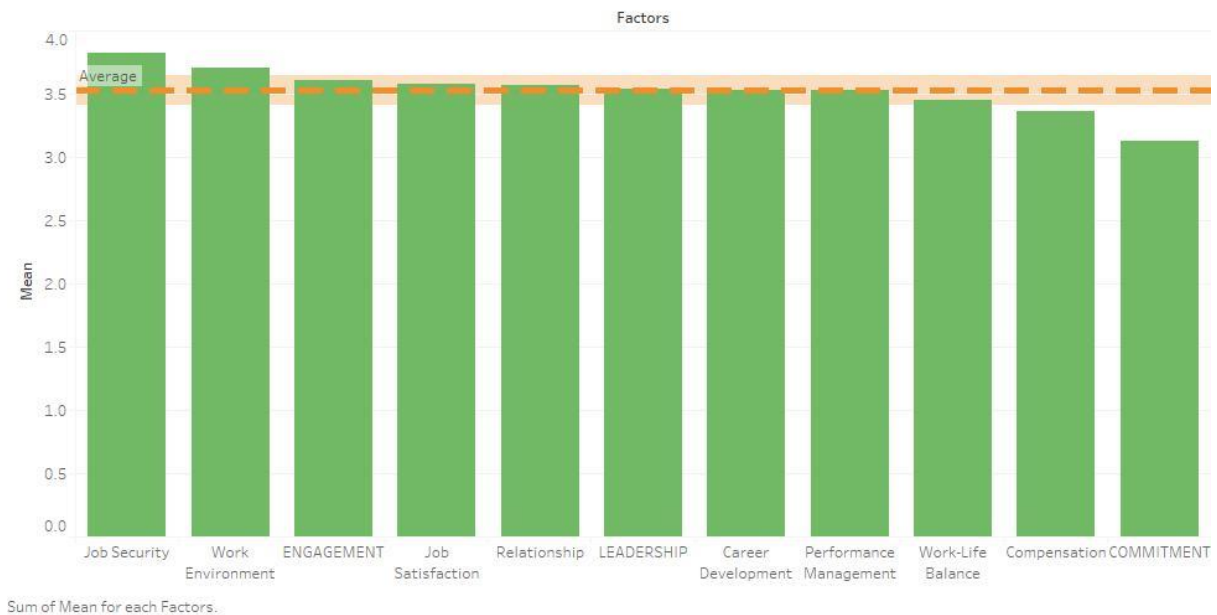


Fig 4.3 OVERALL EMPLOYEE PERCEPTION TOWARDS ROOTS

- ❖ With this graph we can come to know that Roots Industries India ltd has very high Job security which is above average.
- ❖ Though the Job satisfaction and Employee engagement level is above average and considerably high, the compensation, work life balance and performance management is critically low which impacts in the very less commitment.

4.9 FACTORS GRAPH

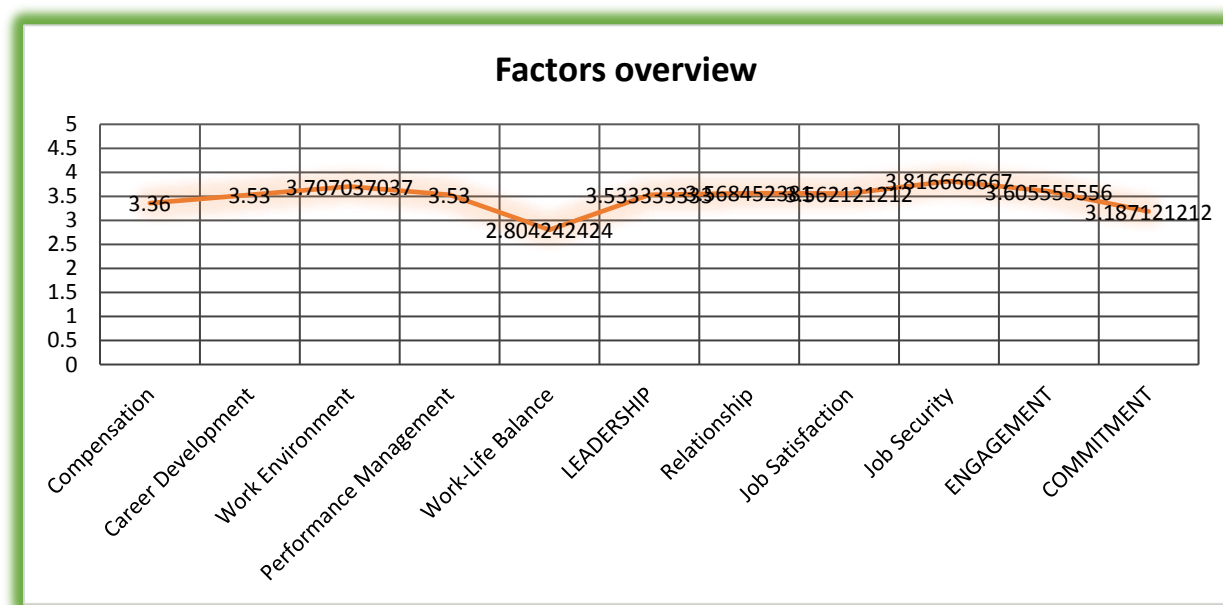


Fig 4.4 FACTORS GRAPH

- ❖ The average lies at 3.5
- ❖ All the other factors more or less lie in the average limit.
- ❖ Work life balance is considerably low in Roots industries India ltd

4.10 ENGAGEMENT

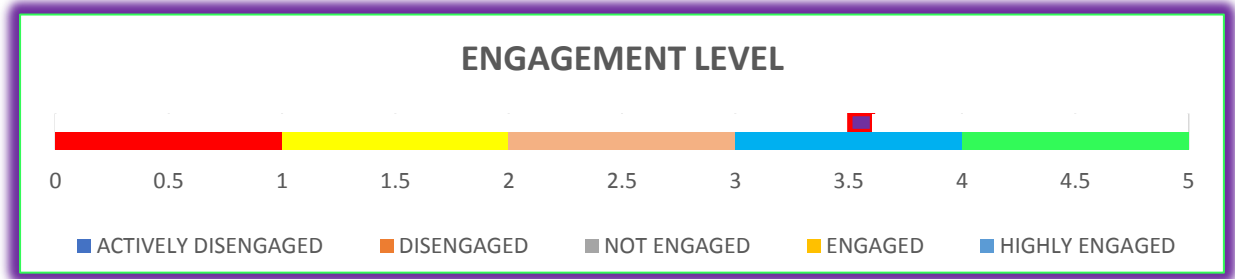


Fig 4.5 ENGAGEMENT

The Overall Engagement Level of the Organization is **3.505** which lies in the **Engaged** boundary i.e. 70% of the Employees are Engaged. Which is good in nature, as the International engagement level is only 13 %.

The engagement and satisfaction level lie in more or less same interval.

4.11 CORRELATION

	Compensation	Career Development	Work Environment	Performance Management	Work-Life Balance	LEADERSHIP	Relationship	Job Satisfaction	Job Security	ENGAGEMENT	COMMITMENT
Compensation	1.000										
Career Development	.565**	1.000									
Work Environment	.570**	.568**	1.000								
Performance Management	.606**	.810**	.774**	1.000							
Work-Life Balance	.399**	.368**	.618**	.559**	1.000						
LEADERSHIP	.489**	.655**	.698**	.785**	.506**	1.000					
Relationship	.474**	.556**	.675**	.689**	.548**	.715**	1.000				
Job Satisfaction	.596**	.651**	.778**	.782**	.676**	.666**	.770**	1.000			
Job Security	.487**	.504**	.532**	.704**	.426**	.538**	.478**	.561**	1.000		
ENGAGEMENT	.540**	.613**	.805**	.865**	.627**	.841**	.750**	.785**	.619**	1.000	
COMMITMENT	.287**	.388**	.454**	.523**	.267**	.391**	.453**	.522**	.675**	.755**	1.000

Table 4.2 CORRELATION

- ❖ The engagement factor has very high correlation with career development, work Environment, Performance Management, work life balance Leadership, Relationship, Job Satisfaction, and Job security. And having weak correlation with compensation.
- ❖ The Commitment Factor has moderate correlation with performance management and job satisfaction while it has strong correlation with job security and Engagement.
- ❖ Though commitment has less correlation with other factors, it has Good correlation with Engagement. Engagement Factor has good and high correlation with all the factors thus the commitment has the indirect correlation with all the factors.
- ❖ Performance management and Job Satisfaction provides correlation to both Engagement and Commitment.

H0: There is a significant difference between the job satisfaction and job engagement

H1: There is no significant difference between the job satisfaction and job engagement

t-Test: Two-Sample Assuming Equal Variances		
	<i>Variable 1</i>	<i>Variable 2</i>
Mean	3.562121212	3.605555556
Variance	0.338840641	0.554111739
Observations	60	60
Pooled Variance	0.44647619	
Hypothesized Mean Difference	0	
df	118	
t Stat	-0.356036675	
P(T<=t) one-tail	0.361224424	
t Critical one-tail	1.657869522	
P(T<=t) two-tail	0.722448848	
t Critical two-tail	1.980272249	

Table 4.3 Job Satisfaction and Job Engagement

The p value is 0.722 its greater than 0.05 hence we failed to reject the null hypothesis.

H0: There is a significant difference between the Employee Engagement and commitment

H1: There is no significant difference between the Employee Engagement and commitment

t-Test: Two-Sample Assuming Equal Variances		
	<i>Variable 1</i>	<i>Variable 2</i>
Mean	3.605555556	3.123232323
Variance	0.554111739	0.21456644
Observations	60	60
Pooled Variance	0.384339089	
Hypothesized Mean Difference	0	
df	118	
t Stat	4.261294311	
P(T<=t) one-tail	2.05545E-05	
t Critical one-tail	1.657869522	
P(T<=t) two-tail	4.11091E-05	
t Critical two-tail	1.980272249	

Table 4.4 Employee Engagement and commitment

The p value is 0.000041109 its lesser than 0.05 hence we reject the null hypothesis.

Thus, commitment can be measured with the Engagement as factor.

H0: There is a satisfactory performance management system
H1: There is no satisfactory performance management system

t-Test: Two-Sample Assuming Unequal Variances

	Variable 1
<i>Mean</i>	3.53
Variance	0.550610169
Observations	60
Hypothesized Mean Difference	0
df	59
t Stat	36.84921296
P(T<=t) one-tail	9.96598E-43
t Critical one-tail	1.671093032
P(T<=t) two-tail	1.9932E-42
t Critical two-tail	2.000995378

Table 4.5 Performance Management System

The p value is 1.9932E-42 its lesser than 0.05 hence we reject the null hypothesis.
Thus, the performance management system is not satisfactory.

CHAPTER-5

CONCLUSION

5.1 SUGGESTIONS

- ❖ Work life balance mean of the organization is found that comparatively low based on the Research conducted hence the management may try to improve the Work Life Balance of the Employees through
 - ✓ Conducting family day by inviting the family members of the employees might improve work life balance.
 - ✓ Setting boundaries to work hours
 - ✓ creating strict boundaries & limits to number of OT shifts employees can engage will create better work life balance.
- ❖ Through my observation, Communication system needs improvement.
- ❖ Through the Research it is found that the performance appraisal system is not satisfactory hence the organization can go for 360 degree or any other better appraisal system.
- ❖ Through my observation I found lot of delays in OD approvals, attendance calculations, missing of attendance cards for technicians etc. hence the organization can go for Full Digitalization with ERP, Biometric attendance, OD approvals. Which will reduce cycle time in process and improve efficiency of employees.
- ❖ Through the Research it is found that the job security is high but commitment is low so, the organization may consider A bit downsizing and increasing compensation to the remains, which will reduce Job security at a minor level which will impact in driving the employees to perform even better and stay at the organization.
- ❖ Through my observation it is found that bit delays in each approval in all sort of organization Powers and authorities have to be distributed, possibly the organization can consider changes in the organization structure to flat.
- ❖ Based on the result of the Research conducted the commitment is very less, so the organization has to concentrate on improving it by taking necessary actions like sending birthday gifts to the employees.
- ❖ With respect to the research the Engagement level is in average level for that Right sizing and providing better compensation may provide good results in Engagement and retention.
- ❖ As the Ganapathy HPED marketing department Employees feels the pace is so congested, providing them more spacious environment will result in increased efficiency.
- ❖ As Employees feels that they need some improvement to their social status, the organization may consider providing performance based monetary incentives which can improve the scenario.
- ❖ The Employees feels that the testing equipment have to be increased. Source / infrastructure like testing equipment R&D facilities etc. providing them can improve quality and cycle time of job.
- ❖ The Employees of the Roots Organization feels to setup a better canteen with variety and healthy food options

5.2 CONCLUSION

Human resources are the renewable energy always for the firm or to an industry. in order to attain its survival and success in the short run and long run concern it has to be recharged through the proper motivational and recognition practices by its stakeholders. Thus, this study has reviewed and analyzed the all possible ways to determining the level of employee engagement in the Roots Industries India Ltd, and it leads to predict the key drivers of employee engagement and commitment.

The employees' commitment will ultimately become the commitment of the organization in achieving the best possible strategies in business. In the organizations such as automotive companies, it requires a high level of commitment towards the employees in order to achieve the goals and tasks. In order to make the employees work better, the organization should continuously motivate them by providing good pay, regular incentives, leaves, recognition for their work, rewards, awards and a secured job. The motivated employee will feel satisfied and ultimately the productivity of the employee will be definitely increased. Every employee in the organization will have a feeling that their work must be recognized and appreciated. When the organization recognizes the work done by the employees then the productivity level of Roots Employees will automatically go up. There are a number of companies which have understood the psychology of the employees in accomplishing the tasks and goals. This will enable the companies to motivate the employees on the regular basis. It is the ultimate responsibility of the organization to chart-out a plan to motivate the employees. The organization should also know what exactly motivates the employees. It is not always the financial motivation which will motivate the employees

REFERENCES

A Survey of Factors That Influence Employee Retention in Manufacturing Firms in Nairobi By Njoroge Sophia Wanjiru

European Journal of Business and Management www.iiste.org ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)

Abuti, A. (2006). A survey of the factors that are associated with turnover in Broadcast Media houses in Kenya. **Unpublished MBA Research Project, University of Nairobi.**

Amabile, T.M, Conti, R., Coon, H., Lazenby, J, Herron, M. (1996). Assessing the work environment for creativity. **Academy of management journal**, vol39, pp 1154-1184

Amamo, A. (2005). A survey of factors that attract and retain FM radio presenters in Kenya. **Unpublished MBA Research Project, University of Nairobi.**

Andreas, M D. (2003). The Effects of Retention Factors on Organization Commitment; an investigation of high technology employee. **Unpublished MBA Research Project, University' of Pretoria.**

Bailyn, L. and Lynch, J (1983). Engineering as a long-life career: it's meaning, its satisfaction and its difficulties. **Journal of occupational behavior**, vol 4, No. 2 p 263-283

Beer, M and Walton, E(eds) (1989) **Reward systems and the role of compensation.** Harvard Business Review Book.

Bernatovicz, F (1997). Retention of child welfare caseworkers: a report. Portland. ME: **national Center for organization improvement: available at**

www.muskie.usm.edu/helpkids/pubstext/tetention.html

Buckingham M, Coffman C (1999): **First break all the rules: What the greatest managers do differently.** New York, NY: Simon and Schuster

Cappelli, P. (2001). A Market Driven approach to Retaining Talent. **Harvard Business Review.** On finding and keeping the best people. Boston: Harvard Business School Press,27-50

Caplan, Galye. and Teese, M. (1997). **How to keep your best people on board after downsizing.** Pal, CA: Davis-Blac publishing. Cook, M. F (1992). **The AMA Handbook for employee recruitment and retention.**

Publication: New York Amazon books .

Collins J (2001). **Good to Great: why some companies make a leap and others don't.** Harper Collins Publishers.

Cvmrot, D.J (1987). The effects of Selective Recruitment Bonuses on Retention (CRM-87-43). **Centre for Naval Analyses ,Alexandria, VA**

Diane A (2001), **The Employee Recruitment and Retention Handbook:** Amazon Books

Donald, S.M, Catt,E (1989). **Human Relations. A Contemporary Approach.:** Richard D Irwin.

Douglas,T. H, Goodale, J.G (1986). **Human Resources Management. Strategy, Design And Implementation.** Publisher:scott Foresman/Addison-Wesely

Farris,G.F (2000). Rewards and Retention of Technical Staff. **IEE International Engineering Conference. P 617-619**

Federation of Nurses and Health Professionals (2001). The nurse shortage: Perspective for Current Direct Care Nurse and Former Current Direct Care Nurses. **Federation of Nurses and Health Professionals, Washington DC, USA.**

Hackman, JR.& Odham, GR (1976). Motivation through the design of work: Tests of a theory. **Organizational behavior and Human performance**, vol 44,issue3, p 31-38

Harris, J, Joan, B (1999). **Finding and keeping great employee.** Publication: New York Amazon Book

Hascal, R Hopkins, Hollman, M (1995). In this Era of Shrinking Budgets, is organization Redesign and adapting a Quality Culture worth the pain? **Presentation at PPA Education leadership forum**

Hasselhom, H.M, Tackenberg, P and Muller B.H (2003). Working conditions and intent to leave the profession among nursing staff in Europe. **National Institute for working life, Stockholm, Sweden.**

Higginbotham, J.S. (1997). The satisfaction equation. **Research and development**, vol.39. issue. 10, pp 1 -9

[http:// www.bc.edu/bc-org. Aup/wfnetwork/rtt/classact/actpc.html](http://www.bc.edu/bc-org/Aup/wfnetwork/rtt/classact/actpc.html)

Johnson, M (2000). **Winning the people wars, talent and battle for human capital.** London, UK. Copyright Licensing Agency

Kenya Association of Manufacturers Directory, 2006

Kerr, S.A. (1997). Retention of first- term and second term marine corps enlisted personnel. **Unpublished MBA Research Project Naval Post Graduate School, Monterey,CA.**

Kickil, J (2001). Promised made, promises broken: can exploration of employee attraction and retention practices in small business world. **Journal of small business management 36 (4) p 320-325**

Kochanski, J & Ledford, G (2001) "How to keep me"- retaining technical professionals. **Research technology management.** Vol 44, issue 3 p 31 - 38

Kreitner R, Kiniki A (2001) **Organizational Behavior, Fifth Edition**, Chicago: Irwin McGraw Hill

Lawler E.J (1971). **Pay and organizational effectiveness; a psychological view.** New York McGraw -Hill pp 267-272

Leighn, B (2002). **Keeping the people who keep you in business: 24 ways to hang on to your most valuable talent.** Publication: New York Amazon Books.

Leinfuss, E. (1998). The hiring frenzy continues. **Computer world**, vol32, issue.27 pp 64-65

Luthans F (1995): **Organizational Behaviour, 7th Edition.** New York. McGraw -Hill

Marsh , R.M & Mannari H. (1977). Organizational Commitment and Turnover: A Predictive study. **Administrative science Quarterly**, Vol 22 pg 57-75

Marx E (1996). The influence of task and role characteristic on organizational commitment. **Unpublished MCOM dissertation**, (human resources management). University of Pretoria.

Miner, J .B, Crane, D. C (1994). **Human Resources Management. The strategic perspective.** Harper Collins College Publisher 1994

Mitchell, T.R, Holtom, B.C and Lee, T.W (2001). How to keep your best employee: developing an effective retention policy. **Academy of management executive**, 15(4) 96-109