



## **A Study on Employee Retention In Dalmia Cement (BHARAT) LTD**

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### **ABSTRACT**

Employee Retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project, employee retention is beneficial for the organization as well as the employee. Employees are the assets of the organization to retain skilful and committed employees in the organization. Management should take care of employee satisfaction. A good employer understands how to keep valuable employees engaged and committed. One of the major factors influencing retention is compensation. Many employees feel they deserve higher pay than what they receives, creating a disparity between their expectation and what organization offer.

**Key words: Employee Retention, career growth, work force stability, relationship**

### **INTRODUCTION**

#### **EMPLOYEE RETENTION:**

Employee Retention refers to an organization's ability to retain productive and talented employees by fostering a positive work environment, promoting engagement, and offering competitive benefits. A strong retention strategy helps reduce employee turnover, ensuring stability and growth for the organization. Retention is a systematic effort by employers to create a supportive workplace culture that encourages employees to remain committed. Organizations implement various strategies; such as recognizing employee contributions, offering career growth opportunities and maintaining a healthy work life balance, to enhance job satisfaction



and loyalty. Retaining key employees is crucial for long-term business success. A stable workforce leads to higher customer satisfaction, improved teamwork, effective succession planning.

## DEFINITION:

Employee retention is the strategic effort by organizations to maintain a stable workforce by fostering a positive work culture, providing career growth opportunities, ensuring fair compensation, and addressing employee needs.

## IMPORTANCE OF EMPLOYEE RETENTION:

- ❖ Ensures workforce consistency
- ❖ Maintains efficiency and output
- ❖ Enhances employee commitment
- ❖ Supports long-term development
- ❖ Retained skilled professionals

## REVIEW OF LITERATURE

- **According to Armstrong (2021)** defines employee retention as the ability of an organization to keep its employees engaged and prevent voluntary turnover. High retention rates contribute to organizational stability, reduced recruitment costs, and improved productivity.
- **According to Gartner (2019)** report that employees are more likely to stay in organization that offer career advancement opportunities, training and mentorship programs.
- **According to Schein (2019)** states that organization culture plays a crucial role in retention. A culture of trust, inclusivity, and open communication fosters employee loyalty.
- **According to Meyer and Allen (2019)** distinguish between three types of organizational commitment affecting retention: affective (emotional attachment), continuance (perceived costs of leaving), and normative (obligation to remain), with affective commitment most strongly predicting long-term retention
- **According to Bass (2017)** states that transformational leadership positively influences employee retention by inspiring and motivating employees. Leaders who provide clear vision, support, and recognition reduce turnover rates.



- **According to Milkovich & Newman (2015)** emphasize that competitive salaries, bonuses, and incentives play a vital role in retaining employees. Financial rewards directly influence job satisfaction and reduce turnover intentions.
- **According to Hughes & Bozionelos (2007)** emphasize that excessive workload and long working hours lead to burnout, negatively affecting retention. Companies that offer flexible work arrangements, remote work, and employee wellness programs report lower turnover rates.

## NEED FOR THE STUDY

The study of employee retention is essential for organization aiming to reduce turnover costs, maintain productivity, and sustain growth. High employee retention ensures the preservation of organizational knowledge, enhances employee morale, and fosters a positive work environment. It also strengthens the employer brand, attracting and retaining top talent while improving customer satisfaction through consistent and experienced services.

## OBJECTIVES:

- To study about the employee retention at Dalmia Cement ltd.
- To study the challenges involved in employee retention.
- To identify and assess the factors that enhance employee retention.
- To examine the difficulties organizations face in retaining employees.

## SCOPE OF THE STUDY

The study on employee retention focuses on identifying the key factors influencing employees decision to stay or leave an organization. It examines aspects such as compensation, career growth, work environment, and management practices. The study also explores the impact of retention strategies on organizational performance. It is limited to specific industries, employee groups, or organizational settings. Additionally, it aims to provide recommendations for improving retention rates and fostering a positive work culture.



## RESEARCH METHODOLOGY

- **Primary data** : structured questionnaires
- **Secondary data** : websites, books, Dalmia.com
- **Sampling size** : 50
- **Sampling unit** : Dalmia cement
- **Sampling techniques** : **simple random sampling**
- **Data analytical tool** : **simple percentage method**

### SOURCES OF DATA:

There are two types of data collection methods available

1. Primary data collection
2. Secondary data collection

#### 1. Primary data collection:

The primary data collected through the EMPLOYEES who are alright working in DALMIA CEMENT. Primary data collected through structured questionnaire.

#### 2. Secondary data collection:

Information is gathered from company profile, website, books etc.

### Descriptive Research:

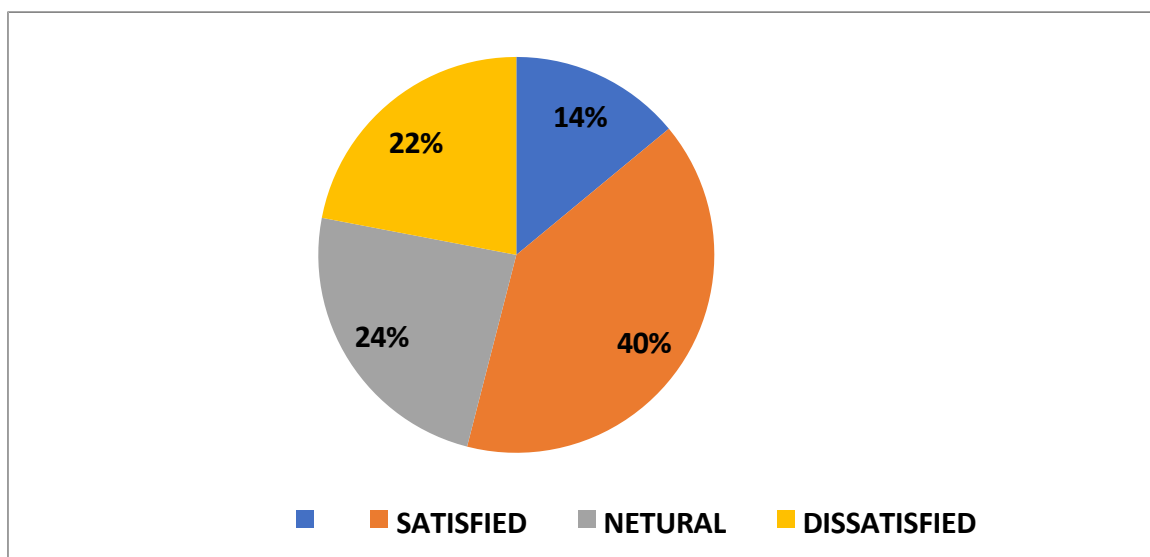
Descriptive research is an investigate method that relies on direct observation, practical engagement and experience to collect data. It is flexible enough to provide an opportunity for considering various aspects of the problem under study.



## DATA ANALYSIS AND INTERPRETATION:

### 1. How satisfied are you with your current job role at Dalmia Cement Ltd?

S.NO	PARTICULARS	NO.OF.RESPONDENTS	PERCENTAGE (%)
1	VERY SATISFIED	7	14
2	SATISFIED	20	40
3	NETURAL	12	24
4	DISSATISFIED	11	22
	TOTAL	50	100



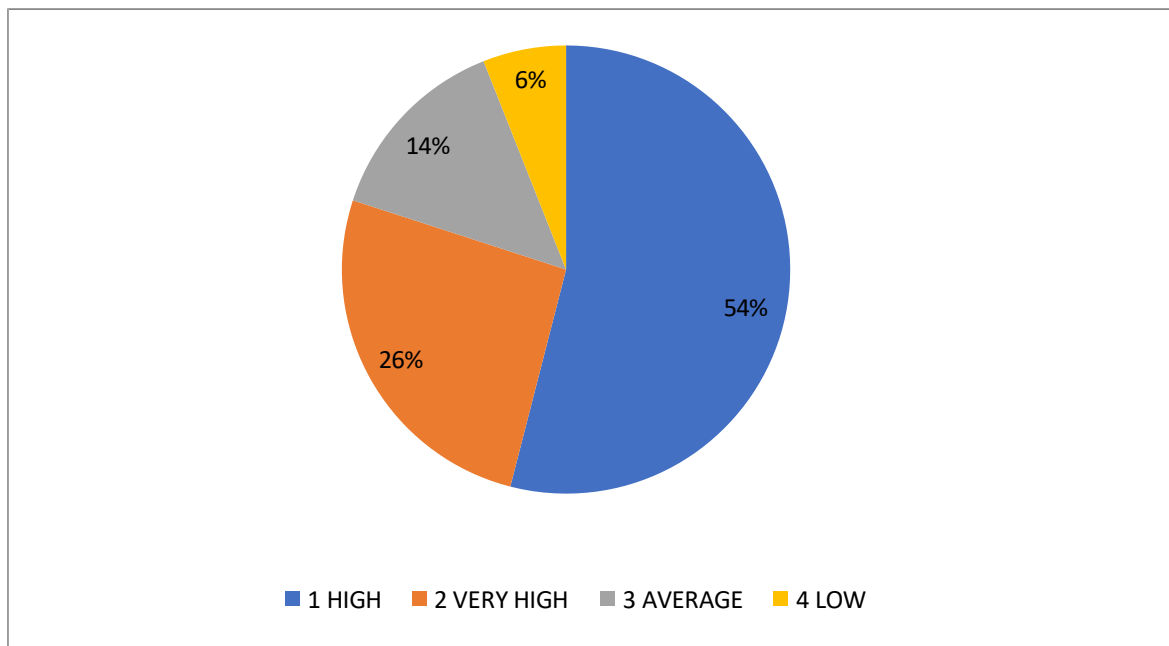
## INTERPRETATION:

In the above analysis it said that 14% of employees are very satisfied with their current job role, 40% of the employees are satisfied, 24% of employees are Neutral and 22% of employees are dissatisfied with their current job role.



## 2. What is your opinion regarding the workload on Dalmia Cement Ltd?

S.NO	EMPLOYEE OPTIONS	EMPLOYEE RESPONSE	PERCENTAGE (%)
1	HIGH	27	54
2	VERY HIGH	13	26
3	AVERAGE	7	14
4	LOW	3	6
	TOTAL	50	100



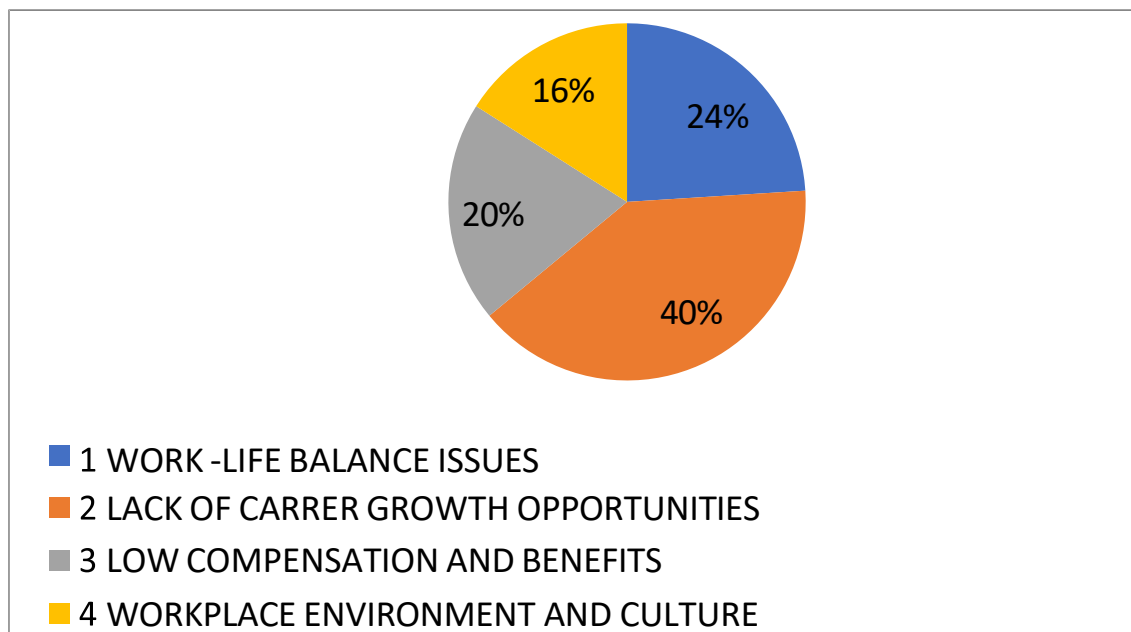
### INTERPRETATION:

In the above analysis indicates that 54% employees feel their workload is high, while 26% consider it very high, 14% of employees perceive their workload as average, and remaining 6% believe it is low.



### 3. What is the biggest challenge that affects your decision to stay at Dalmia Cement Ltd?

S.NO	EMPLOYEE OPTIONS	EMPLOYEE RESPONSE	PERCENTAGE (%)
1	WORK -LIFE BALANCE ISSUES	12	24
2	LACK OF CARRER GROWTH OPPORTUNITIES	20	40
3	LOW COMPENSATION AND BENEFITS	10	20
4	WORKPLACE ENVIRONMENT AND CULTURE	8	16
	TOTAL	50	100



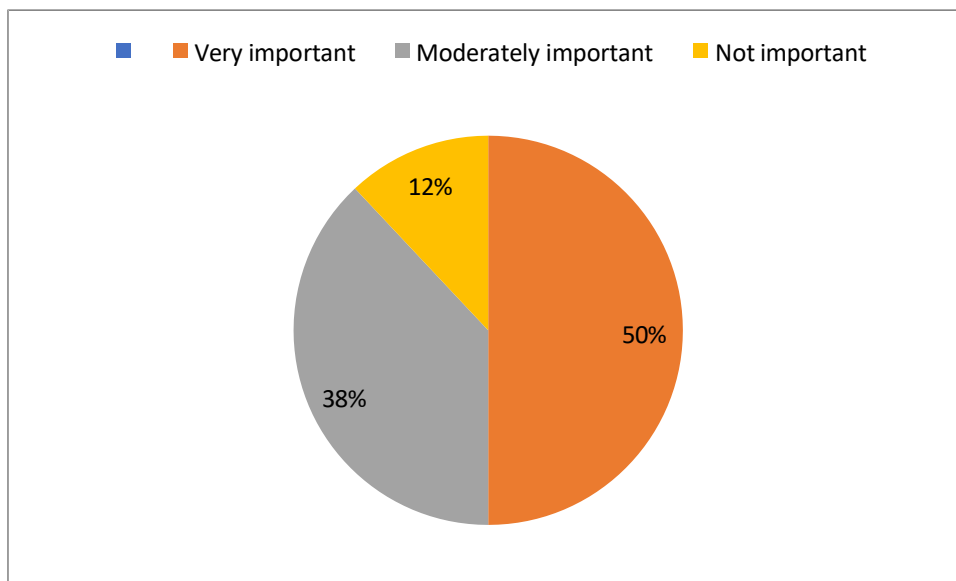
#### INTERPRETATION:

In the above analysis indicates that both work life balance issues and lack of career growth opportunities have high percentages. Organization should focus on low compensation and workplace environment and culture.



#### 4. How important is career development in your retention decision?

S. no	Employee options	Employee response	Percentage (%)
1	Very important	25	50
2	Moderately important	19	38
3	Not important	6	12
	Total	50	100



#### INTERPRETATION:

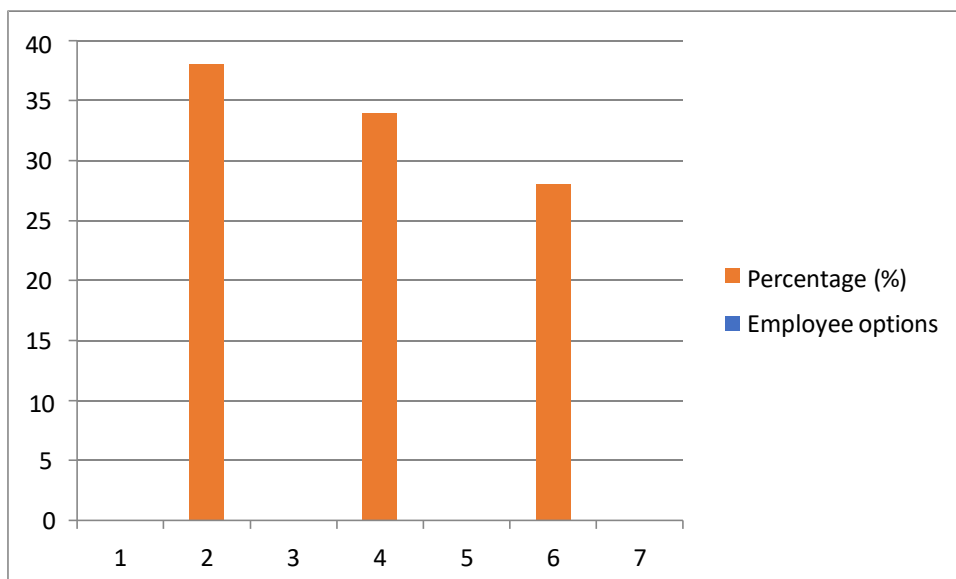
In the above analysis shows that 50% of employees consider career development very important for retention, 38% of employees consider as moderately important, remaining 12% of employees consider it as not important.





## 5. Do employees feel valued and recognized for their contributions?

S. no	Employee options	Employee response	Percentage (%)
1	Agree	19	38
2	Neutral	17	34
3	Disagree	14	28
	Total	50	100



### Interpretation:

In the above analysis , 38% of employees feel valued and recognized for their contributions, 34% are neutral and remaining 28% disagree.



## FINDINGS

- 40% of employees at Dalmia Cement Ltd are content with their current job role, while 22% are unhappy with it.
- 54% of employees feel their workload is heavy at Dalmia Cement Ltd.
- For 40% of employees, the main challenge is the lack of career advancement opportunities, while 24% point to work-life balance as the key issue.
- Career development is viewed as highly important by most employees when considering their retention decisions
- 38% of employees feel that their efforts are recognized and valued, 34% remain neutral, and 28% feel that they are not recognized.

## SUGGESTIONS

- Enhance career development opportunities through training, mentorship, and clear growth pathways to improve employee satisfaction and retention.
- Promote a positive work culture by encouraging open communication, teamwork, and recognition of employee achievements
- Involve employees in decision-making processes and provide opportunities for skill development to boost engagement and motivation.

## CONCLUSION

Employee Retention is essential for the long-term success and stability of an organization. Retaining skilled employees enhance satisfaction, boost productivity, and fosters a positive work environment. Organization should implement effective retention strategies to value and support employees, ensuring a committed and motivated workforce. Employee retention leads to sustained growth and a competitive advantage.



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