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A Study on Employee Retention in Sanjay Construction Equipments, Coimbatore

KAYATHRI.R
MBA, Vivekanandha Institute of Information and Management Studies
Tiruchengode, Namakkal District. Tamilnadu

Mr.A.ARAVINTH
Associate Professor / MBA, Vivekanandha Institute of Information and Management Studies
Tiruchengode, Namakkal District. Tamilnadu

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ABSTRACT

In the dynamic and competitive landscape of manufacturing, employee retention has become a critical challenge, particularly in small and mid-sized enterprises. This study focuses on the role of training and development in enhancing employee retention at Sanjay Construction Equipment, a construction equipment manufacturing company located in Mylampatti, Coimbatore.

The objective of the study is to analyze how training programs influence employee satisfaction, skill development, motivation, and long-term commitment to the organization. The research covers 71 employees, including both daily-wage workers with limited formal education and office/HR staff. A structured questionnaire was used to collect primary data, and statistical tools such as percentage analysis, chi-square tests, and correlation analysis were applied to derive meaningful insights.

Findings indicate that while a majority of employees have access to training, many feel that the content lacks relevance to their day-to-day work. Additionally, limited career growth opportunities and communication gaps with management were cited as reasons for job dissatisfaction and possible turnover. However, the study also reveals a strong willingness among employees to learn, grow, and contribute—if given proper support, guidance, and recognition.

The report concludes with actionable suggestions such as enhancing hands-on training, improving management interaction, linking training to promotions, and creating a more inclusive and growth-driven work environment. This research will help the organization build stronger retention strategies and improve overall workforce stability.

Keywords: training programs, skill development, motivation, and long-term commitment

I. INTRODUCTION OF THE STUDY

Employee retention refers to an organization's ability to retain its employees over a period, minimizing turnover and maintaining a stable workforce. High retention rates are indicative of a healthy organizational environment, leading to increased productivity, reduced recruitment costs, and enhanced employee morale. Conversely, high turnover can disrupt operations, incur additional training expenses, and negatively impact an organization's reputation. In India's competitive market, especially in sectors like Information Technology (IT) and Information Technology Enabled Services (ITeS), retaining top talent is paramount to sustaining a competitive edge.

Employee retention is one of the most significant challenges faced by organizations in the modern business landscape. With increasing competition, evolving employee expectations, and changing workplace dynamics, retaining skilled and experienced employees has become crucial for organizational success. The ability to retain employees directly impacts a company's performance, productivity, and overall growth. Therefore, businesses are continuously exploring innovative strategies to maintain a stable and committed workforce

II. STATEMENT OF THE PROBLEM

In today's competitive business environment, retaining skilled employees has become a critical challenge, particularly in the manufacturing sector. While salary and job security play important roles, employee retention is closely linked to career development, training opportunities, and the overall work environment. In small and mid-sized manufacturing firms, training is often irregular, not job-specific, or lacking proper evaluation. This leads to dissatisfaction, skill gaps,

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reduced productivity, and eventually high employee turnover.

In the case of Sanjay Construction Equipment, a mid-sized construction equipment manufacturing company based in Coimbatore, the workforce comprises both skilled and semi-skilled laborers. Many workers come from limited educational backgrounds and rely heavily on workplace learning for their career growth.

III. OBJECTIVES OF THE STUDY

Primary Objective:

To analyse the key factors influencing employee retention at Sanjay Construction Equipment. (This includes identifying critical elements such as job satisfaction, work environment, career growth opportunities, and management support) .

Secondary Objectives:

- To assess the impact of salary structure, incentives, and benefits on employee retention.
- To examine the role of workplace culture and employee engagement in reducing turnover rates.
- To identify the training and development programs that contribute to employee loyalty and retention.
- To evaluate the effectiveness of current employee retention strategies implemented by the company.
- To provide actionable recommendations to improve employee retention, enhance job satisfaction, and reduce attrition rates.

NEED OF THE STUDY

The need for this study arises from the growing concern about employee turnover in the construction equipment manufacturing sector, particularly at Sanjay Construction Equipment. Retaining skilled employees is crucial for maintaining operational efficiency, reducing recruitment costs, and improving overall productivity. Understanding the key factors that influence employee retention will enable the organization to develop effective strategies to enhance employee satisfaction and loyalty.

Key reasons for conducting this study include:

- **High Turnover Rates:** Frequent employee exits can disrupt workflow, impacting project deadlines and quality.
- **Skilled Workforce Requirement:** The company requires experienced and technically skilled employees; hence, retaining talent is vital.
- **Cost Efficiency:** Reducing turnover can minimize recruitment, training, and onboarding costs.
- **Workplace Improvement:** Insights from the study can help improve workplace conditions, fostering employee engagement and commitment.
- **Sustaining Growth:** Employee retention directly influences long-term business stability and growth.

SCOPE OF THE STUDY

This study is limited to the employees of Sanjay Construction Equipment, located in Mylampatti, Coimbatore. The scope includes both production workers (daily wage and limited education) and office staff (HR/admin). The research focuses on analyzing:

- The effectiveness of existing training and development programs.
- The perception of employees regarding training relevance and impact.
- The role of training in improving job satisfaction, motivation, and retention.
- Key retention factors and challenges faced by employees.
- Suggestions to improve the training structure and retention strategy.

The study will help the company better understand employee expectations, identify gaps in its training systems, and create a more engaging and growth-oriented workplace culture.

LIMITATIONS OF THE STUDY

- The study was limited to one company — Sanjay Construction Equipment, Coimbatore — so results may not apply to all companies.
- Only 71 employees participated, which may not fully reflect everyone's opinion.
- Some workers may not have answered honestly due to fear or misunderstanding.
- Educational and language barriers may have affected the clarity of some responses.
- The research was done in a short time frame, which limited deeper analysis.
- Only internal factors were studied; external influences on employee retention were not covered.

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IV. REVIEW OF LITERATURE

Technology Integration and Retention
Author: Kumar & Verma (2023)

This study highlights the growing role of technology in improving employee satisfaction. Digital tools that simplify task management, training platforms, and automated feedback systems can enhance retention by reducing frustration in daily operations.

Recommendation for Sanjay Construction Equipment: Introducing digital tools for inventory management, equipment tracking, and performance evaluation may streamline operations and improve employee efficiency.

Employee Retention Challenges in Small and Medium Manufacturing Firms
Author: Fernandez & Rajesh (2024)

This research identifies that smaller firms like Sanjay Construction Equipment face unique challenges such as budget constraints, limited career advancement options, and skill shortages. The study emphasizes the need for customized retention strategies that balance financial limitations with employee expectations.

Key Recommendations for Sanjay Construction Equipment:
Based on the reviewed literature, the following strategies can effectively improve employee retention at Sanjay Construction Equipment

- **Structured Training Programs:** Regular technical skill enhancement and cross-training initiatives.
- **Improved Workplace Environment:** Ensuring safety standards, proper lighting, and ergonomic workstations.
- **Recognition and Rewards:** Implementing incentives for performance, attendance, and loyalty.
- **Career Advancement Opportunities:** Creating clear promotion pathways and leadership development programs.
- **Employee Engagement Activities:** Conducting team outings, wellness programs, and communication platforms.
- **Flexible Work Policies:** Introducing leave benefits, flexible shifts, and supportive HR practices.

By adopting these strategies, Sanjay Construction Equipment can reduce turnover, improve employee morale, and enhance overall organizational success.

RESEARCH METHODOLOGY

The research methodology outlines the framework and methods used to conduct the study on Employee Retention in Sanjay Construction Equipment. This section defines the research design, data collection methods, sampling techniques, and tools used for analysis.

RESEARCH DESIGN:

The research design adopted for this study is descriptive in nature. This design is chosen to gather detailed insights into the factors influencing employee retention at Sanjay Construction Equipment. The study aims to analyse employee perceptions, identify key retention challenges, and suggest effective strategies.

DATA COLLECTION METHODS:
To ensure comprehensive data collection, the study incorporates both primary and secondary data sources

- **Primary Data:** Data is collected directly from employees at Sanjay Construction Equipment through structured questionnaires and face-to-face interviews.
- **Secondary Data:** Information is gathered from company records, previous research studies, journals, websites, and industry reports.

RESEARCH INSTRUMENT:
A structured questionnaire is designed to collect primary data. The questionnaire includes both closed-ended and open-ended questions to capture quantitative and qualitative insights.

- **Closed-ended questions:** For demographic details, job satisfaction levels, and retention factors.
- **Open-ended questions:** To gather employee suggestions and deeper insights into retention concerns.

The questionnaire is designed using a Likert scale (e.g., Strongly Agree to Strongly Disagree) to measure employee perceptions effectively.

SAMPLING DESIGN:
Population: All employees working in Sanjay Construction Equipment across various departments.
Sample Size: A sample of 71 employees is selected to ensure diverse opinions are captured.
Sampling Technique: Random Sampling Method is used to ensure unbiased data collection and fair representation of employees from different roles and experience levels.

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DATA ANALYSIS TOOLS:

- Percentage Analysis
- Chi-square Test
- Correlation Analysis

CHI–SQUARE ANALYSIS

The chi square table showing the significant relationship between the age level and rate of job satisfaction level

Null hypothesis (Ho): There is no significant relationship between the age level and rate of job satisfaction Level.

Alternative Hypothesis (HI): There is significant relationship between the age level and rate of job satisfaction level.

Job Satisfaction	Age Level				
	18 – 25 years	26 – 35 years	36 – 45 years	46 years and above	Total
Very Satisfied	3	2	3	9	17
Satisfied	3	4	5	1	13
Neutral	2	4	5	2	13
Dissatisfied	4	5	3	0	12
Very Dissatisfied	4	4	2	6	16
Total	16	19	18	18	71

Calculated Value = 18.1207

Inference: Calculated Value < Table Value 18.1207 < 21.026

Null Hypothesis is accepted (H0). Therefore there is no significant relationship between the age level and rate of job satisfaction Level.

COEFFICIENT OF CORRELATION

Coefficient of correlation is a measure of such a tendency the degree to which Two variables are interrelated is measured by a coefficient which is called coefficient Correlation.

The relation between the Training & Development programme that align with the employees career growth.

X- Training & Development Y- Career Growth

X	Y	dx = x-X	dx^2	dy = y-Y	dy^2	(dx)(dy)
16.9	23.94	3.1	9.61	-3.94	15.52	-12.214
19.72	16.9	0.28	0.08	3.1	9.61	0.868
26.76	21.13	-6.76	45.7	-1.13	1.28	7.6388
15.49	26.76	4.51	20.34	-6.76	45.7	-30.4876
21.13	11.27	-1.13	1.28	8.73	76.21	-9.8649
∑X=100	**∑Y=100**	**0**	**77.01**	**0**	**148.32**	**∑(dx)(dy)= -44.0597**

$$r = \frac{N\sum XY - \sum X.\sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \cdot \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$$= \frac{-10220.2985}{-281788.966} = 0.0362$$

Interpretation: Coefficient of Correlation (0.0362) is positive. It implies that there is positive correlation relationship between the Training & Development programme that align with the employees career growth.

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V. SUGGESTIONS

Based on the analysis of the responses collected from employees of Sanjay Construction Equipment Manufacturing Company, the following suggestions are made to improve employee training, satisfaction, and retention:

- Most employees expect training programs that are directly linked to their daily tasks.
- The company should provide hands-on, on-the-job training instead of only theoretical sessions.
- Training in the local language (Tamil) will help workers with low educational background understand better.
- Provide certificates, internal promotions, and recognition for skilled workers after training.
- Regular interactive meetings, feedback sessions, and open-door policies will improve trust.
- Supervisors should be trained to become more encouraging and approachable.
- Workers requested safety gear, proper break timings, and better facilities (like clean drinking water, rest space, etc.).
- Improving the work environment will reduce fatigue and increase efficiency.
- The company should collect post-training feedback to assess whether employees are applying the skills learned.
- Use performance tracking tools to measure the impact of training on productivity.
- Monthly/quarterly recognition for best performers, certificates, and small incentives can boost morale.
- Create a safer and more supportive environment for female employees.
- Consider dedicated HR support, health sessions, and career workshops for female staff.

VI. CONCLUSION

The study clearly indicates that while the company has taken initiatives to provide training and ensure employee satisfaction, there are still gaps in training relevance, career development clarity, and employee motivation. Most employees are willing to learn and stay in the company, but they need better guidance, communication, and workplace support.

If the company focuses on skill-based practical training, improves management- worker relationships, and creates a clear path for growth, it can significantly increase employee satisfaction and retention, thereby contributing to long-term organizational success.

Hence, the company should not only invest in structured training, but also focus on retention through appreciation, communication, and career clarity. A well-trained and motivated workforce is the foundation for long-term business growth.

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