

**A STUDY ON INFLUENCE OF EMPLOYEE ENGAGEMENT ON  
EMPLOYEE RETENTION AT PEOPLE'S DAIRY DEVELOPMENT**

**PROJECT CENTRAL SOCIETY**

**Project Report**

Submitted in partial fulfilment of the requirements

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**MASTER OF BUSINESS ADMINISTRATION**



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By

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## **DECLARATION**

I, **ABIL ROSE P.T (Reg.No.YPAWMBA001)**, do hereby declare that the project report entitled “**A STUDY ON INFLUENCE OF EMPLOYEE ENGAGEMENT ON EMPLOYEE RETENTION AT PEOPLE’S DAIRY DEVELOPMENT PROJECT CENTRAL SOCIETY**” has been prepared by me and submitted to the University of Calicut in partial fulfilment of the requirements for the award of the **Master of Business Administration** is a record of original work done by me under the supervision of **DR.JACOB P.M, Director**, Naipunnya Business School, Pongam, Koratty, East, Thrissur.

I also declare that this project work has not been submitted by me fully or partly for the award of any Degree, Diploma, title or recognition before any authority.

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**CHAPTER I**  
**INTRODUCTION**

## 1.1 INTRODUCTION

**“Connect the dots between individual roles and the goals of the organization. When people see the connection, they get a lot of energy out of work. They feel the importance, dignity, and meaning in their job.”** -Ken Blanchard & Scott Blanchard

Employee engagement remains a critical concern for organization. As many now recognize that employee satisfaction doesn't guarantee the highest levels of loyalty and productivity. True employee engagement is about the energy of employees who are intellectually and emotionally aligned with the organization's goals, and driving them to exceed expectations and go above and beyond their regular duties. When employees are truly and positively engaged with their organization, they naturally develop a deep emotional bond with the company, fostering a sense of loyalty and commitment that goes beyond mere employment. Employee engagement is a critical factor that significantly impacts both individual employees and the overall success of organizations. It measures how passionate employees are about their roles' value and how committed they are to the company.

Truly Engaged employees are deeply involved in their work, actively seeking ways to improve themselves and support to the company's growth. True and effective employee engagement leads to retention, increased productivity, improved work quality, and enhanced customer satisfaction.

According to Ian Hutchinson: “Employee engagement is an investment we make for the privilege of staying in business”. Employee engagement plays a pivotal role in fostering employee retention within an organization. Employee retention refers to the ability of an organization to retain its employees. However many people consider employee retention as relating to the efforts by which employers attempt to retain the employees in their workforce.

**According to Alex Schulz: “Retention is the single most important thing for growth”.**

A systematic approach is necessary to address the complex and multidimensional challenge of employee retention., leveraging various methods and practices to keep valuable talent within an organization. Employee turnover can be costly, affecting both the financial bottom line and organizational productivity. Costs associated with



turnover include recruiting, hiring, and training new employees, as well as the lost productivity and potential disruptions to team dynamics and customer relationships. Rising rates of turnover among employees may also negatively impact employee spirits and the general workplace culture, making it even more challenging to keep top performers. Therefore, effective retention strategies are critical for sustaining organizational success and competitiveness.

Employee retention is a complex and ongoing process that requires a strategic and multifaceted approach. By focusing on job satisfaction, work environment, compensation and benefits, career development, work-life balance, recognition and rewards, leadership and management, and employee engagement, organizations can create a positive and supportive work environment that encourages employees to stay and grow within the company.

Implementing specific strategies such as comprehensive onboarding, continuous learning and development, mentorship programs, regular feedback and communication, recognition programs, work-life balance initiatives, health and wellness programs, employee engagement activities, and exit interviews can further enhance retention efforts. By investing in their employees' well-being and professional growth, organizations can reduce turnover, increase productivity, and maintain a motivated and committed workforce.

Employee engagement significantly influences employee retention, a vital metric for organizational stability and growth. The correlation between the two is deeply rooted in the psychological and emotional bond that employees form with their workplace. Engaged employees exhibit a profound commitment to their organization, which manifests in increased loyalty and a desire to contribute to the company's success over the long term. This dedication is a powerful deterrent to turnover, as engaged employees are less likely to seek opportunities elsewhere, valuing their connection to the company, their roles, and their colleagues. A key component of employee engagement is the alignment of an individual's values with the mission and culture of the organization.

When employees feel that their work is meaningful and contributes to a larger purpose, they have a tendency to remain with the organization. This sense of purpose fosters a deep feeling of being valued and satisfaction, crucial components of engagement. Companies that effectively communicate their mission and integrate it into daily

operations often see higher retention rates, as employees find personal satisfaction with the positions they hold.

Furthermore, creative and productive workers usually have higher levels of engagement, which positively affects organizational performance. A climate at work that fosters growth, recognition, and collaboration is what drives this productivity. Employee engagement rises when they feel valued and appreciated, which boosts job satisfaction and increases the likelihood that they will stick with the organization. Programs for acknowledgment, chances for career advancement and a favourable work atmosphere are crucial tactics for raising engagement and, in turn, retention.

A key factor in encouraging employee engagement is leadership. Leaders that show empathy, communicate clearly, and provide constant assistance foster a supportive environment that keeps workers motivated. In addition to establishing clear guidelines and allocating the required funds, effective leadership also entails cultivating an inclusive workplace where staff members feel valued and heard. Investing in the growth and welfare of staff members fosters trust and loyalty, which lowers retention rates. The potential for career growth is a critical component of employee engagement. Talent retention is higher in companies that offer unique work opportunities and encourage ongoing education and skill development. Workers must believe that they have a future with their current employer and that the company can help them achieve their professional goals.

Additionally, employee engagement is significantly influenced by work-life balance. Employers who understand the value of separating work and personal life typically have happier, more engaged staff members. Employees may handle their tasks more successfully and experience less stress and higher levels of engagement when they have access to flexible working arrangements like generous leave policies, flexible hours, and remote work choices. Employee engagement and loyalty are increased when they perceive that their employer values their personal time and lives.

The physical and mental conditions of the workplace have a big impact on worker engagement. In a workplace that is safe, healthy, and fun, workers are likely to give their best work and have a positive attitude toward their employment. Workplaces with ergonomics, wellness programs available, and an emphasis on mental health assistance all have a significant improvement in worker engagement. Companies that invest in

creating a healthy work environment often see a reduction in absenteeism and employee turnover as a result of their employees' increased engagement and happiness.

Another essential component of employee engagement is communication. Employees are guaranteed to feel informed and involved in the decisions and changes made by the organization when there are open, transparent, and two-way communication channels. Continual updates, feedback systems, and avenues for staff members to express their thoughts and worries all help foster a feeling of ownership and community.

Moreover, establishing a culture of teamwork and collaboration can significantly enhance employee engagement. When employees work in teams, they build relationships, share knowledge, and support each other, which creates a cohesive and engaging work environment. Team-building activities, collaborative projects, and a culture that promotes mutual respect and support can enhance the sense of community within the workplace, reducing the likelihood of turnover. Employee engagement also hinges on the availability of resources and tools necessary to perform tasks efficiently. When employees have access to the right technology, training, and support, they can perform their roles more effectively, increasing engagement and job happiness. Organizations that develop in modern tools and continuous training programs demonstrate their commitment to their employees' success, which in turn fosters loyalty and retention.

Additionally, compensation and benefits play a vital part in fostering employee engagement. Competitive salaries, comprehensive benefits packages, and performance-based incentives are fundamental to attracting and retaining top talent. However, beyond monetary compensation, benefits that address overall well-being, such as health insurance, retirement plans, and wellness programs, contribute significantly to engagement. Employees who feel that their financial and health needs are met are likely to be involved with the business and stick around.

The impact of employee engagement on retention is also evident in the onboarding process. A comprehensive and welcoming onboarding experience sets the tone for an employee's journey with the company. Effective onboarding programs help new hires integrate into the company culture, understand their roles, and establish connections with colleagues. This initial engagement is critical in reducing early turnover and building a foundation for long-term retention. Moreover, organizations that prioritize corporate social responsibility (CSR) and sustainability frequently exhibit greater

levels of worker engagement. Workers are more and more looking for employers who share their beliefs.

Particularly in areas such as environmental sustainability, social justice, and community involvement. Companies that actively participate in CSR activities not only benefit society but also engage their workforce by giving them opportunities to work on important and relevant projects. This alignment of personal and organizational values can significantly enhance engagement and retention. Regular employee feedback and engagement surveys are vital tools for understanding and improving engagement levels. These surveys provide insights into employee satisfaction, areas of concern, and suggestions for improvement. Acting on this feedback shows employees that their opinions are valued and that the company is committed to creating a better work environment. This responsiveness can lower turnover rates by fostering a increased involvement and trust. Furthermore, sustaining high levels of engagement requires acknowledging and catering to the particular requirements and preferences of a unique working people.

When an organization values diversity and inclusion, workers from all different backgrounds feel respected and like they belong. Inclusionary practices, diversity programs, and an emphasis on equity all help to create a productive workplace where all workers feel appreciated and involved. By fostering an environment where employees from a variety of backgrounds feel valued and encouraged, an inclusive culture can improve retention.

In conclusion, there is a significant and complex relationship between employee engagement and staff retention. Workers who are emotionally and psychologically invested in the company, who share its objective, and who are content with their workplace are likely to stay with it.

Fostering engagement requires a variety of factors, including strong leadership, opportunities for career development, work-life balance, a positive work environment, open communication, teamwork, sufficient resources, competitive pay, thorough onboarding, CSR initiatives, feedback mechanisms, and diversity and inclusion initiatives. Lower retention rates are likely to be experienced by companies that actively promote and value employee involvement, which will improve stability, productivity, and growth within the company.

There are several factors of employee engagement which influence employee retention in the organization they are following:

1. Open communication
2. Work environment
3. Job Satisfaction
4. Recognition and rewards
5. Opportunities for growth and development
6. Job attractiveness
7. Fair compensation
8. Employee commitment
9. Superior relation

#### 1. Open communication

One of the most pivotal elements that influence both engagement and retention is open communication within the organization.

Open communication is the transparent, honest, and free flow of information between all levels of the organizational hierarchy. It encompasses sharing information about company goals, expectations, changes, and feedback between employees and management. When communication lines are open, employees feel being accepted and part of the organization's success, which significantly boosts their engagement levels.

Firstly, open communication fosters trust and builds stronger relationships between employees and management. Trust is the foundation of a healthy workplace culture. When employees feel they can communicate openly without fear of retaliation or judgment, they are likely to share their views, concerns, and feedback. This two-way communication helps management understand the needs and challenges of their workforce, allowing them to address issues promptly and effectively. For instance, regular meetings, transparent reporting, and open-door policies are practical ways to nurture this trust.

When employees trust their leaders and feel that their voices are heard and valued, their engagement increases, as they feel a deeper connection to the organization. Moreover, open communication enhances employee morale and job satisfaction. Employees who are well-informed about organizational changes, successes, and challenges feel more

secure and less anxious about their job roles and the company's future. To sustain a high rate of job satisfaction, this sense of security is essential.

When employees are satisfied with their jobs, they are more likely to remain committed to their roles and the organization. Effective communication ensures that employees understand how their work contributes to the organization's success, making their roles feel more meaningful and rewarding. This sense of purpose can significantly enhance job satisfaction and engagement.

Additionally, transparent and accountable cultures are fostered via open communication. Clear and concise communication among leaders regarding the objectives, tactics, and output of the company establishes a standard for responsibility across the board. Workers are aware of the standards set for them and the criteria used to evaluate their performance. This clarity removes uncertainty and synchronizes personal aspirations with corporate aims. Workers are more engaged and driven to give their best work when they are aware of their responsibilities and how they fit into the bigger picture. Furthermore, early problem discovery and resolution are made possible by a clear communication culture, which encourages a proactive rather than reactive attitude to obstacles.

Open communication also plays an important role in professional development and career growth, which are key factors in employee engagement and retention. Regular feedback and constructive criticism help employees understand their areas of strength for improvement. When employees receive regular feedback, they have more opportunities to grow professionally and expand their talents inside the company. This not only enhances their engagement but also reduces turnover rates, as employees are less likely to leave when they see clear opportunities for growth and development. Mentorship programs, regular performance reviews, and open discussions about career aspirations are effective ways to support employees' professional development through open communication.

Another significant aspect of open communication is its ability to foster a feeling of unity and participation among workers. When employees feel connected to their colleagues and part of a supportive community, their engagement levels rise. Open communication encourages collaboration and teamwork, which are important for building strong interpersonal relationships within the workplace. Regular team meetings, collaborative projects, and social events can help strengthen these bonds.

When employees feel that they are part of a cohesive team working towards common goals, they are likely to remain loyal to the organization.

Furthermore, transparent communication facilitates the efficient handling of organizational change. Any business will eventually experience change, whether it takes the form of reorganization, the introduction of new technology, or a change in strategic focus. Employee engagement and retention may be strongly impacted by the way these changes are communicated. Employees are likely to comprehend the reasons for change and how it will benefit both the organization and them when it is conveyed clearly and transparently. This lessens change-related resistance and worry. A smoother transition and higher acceptance rates can be achieved by involving employees in the change process, soliciting their feedback, and resolving their concerns. In addition to encouraging involvement, this participatory method keeps on board workers who might otherwise feel uneasy and think about quitting the company. Furthermore, transparent communication improves the culture of the entire company. An open culture that encourages employees to voice their opinions makes the workplace more creative and dynamic. Environments that value and encourage diversity of opinion foster innovation.

Employee engagement and investment are higher when they perceive a tangible impact from their actions. Because top talent is drawn to environments where they can develop and make important contributions, innovative cultures help retain top talent. Another essential component of dispute resolution is open communication. In every workplace, conflicts will inevitably arise, but how they are handled can have a big impact on employee retention and engagement.

Open communication makes it possible to resolve disputes quickly and amicably. Workers feel free to voice their complaints and concerns, and management may act appropriately to address problems before they get worse. A pleasant work atmosphere where employees feel appreciated and valued is fostered by effective dispute resolution. Consequently, this raises their level of involvement and lowers the chance of turnover. Furthermore, open communication can significantly impact employee well-being, which is closely connected to engagement and retention. When employees feel that they can communicate openly about their workload, stress levels, and personal challenges, organizations can provide the necessary support and sources to help them manage these issues. This could include offering flexible working arrangements, providing access to

mental health resources, or creating a supportive work environment that prioritizes employee well-being. When employees feel cared for and supported, their loyalty to the organization increases, and rises engagement and retention rates.

The importance of leadership in fostering open communication cannot be overstated. Leaders set the tone for the organization's communication culture. When leaders prioritize and model open communication, it cascades down to all levels of the organization. Open communication flourishes in an atmosphere fostered by affable, sympathetic, and attentive leaders. Type of training concentrates on developing communication skills among leaders and employees can further enhance this culture. When leaders are effective communicators, they inspire their teams to engage more fully and remain committed to the organization. Additionally, technology can be a powerful enabler of open communication. In recent digital age, various tools and platforms facilitate real-time communication and collaboration. Internal communication platforms, video conferencing tools, and social media channels can help bridge communication gaps, especially in geographically dispersed teams. Regardless matter where employees are physically located, these technologies allow for smooth information sharing and promote a sense of togetherness among them. In a modern company, using technology to improve communication can dramatically increase employee engagement and retention.

In conclusion, open communication plays a significant part in influencing employee engagement and retention. It builds trust, enhances job satisfaction, promotes transparency and accountability, supports professional development, fosters a sense of community, manages change effectively, enriches organizational culture, aids in conflict resolution, and improves employee well-being. Leaders and organizations that prioritize and model open communication create an environment where employees feel valued, heard, and engaged. This, in turn, leads to higher retention rates, as employees are more likely to stay with an organization that fosters a supportive and communicative workplace culture. By investing in open communication, organizations can not only enhance their overall performance but also create a more engaged, motivated, and loyal workforce.



## 2. Work Environment

Open communication makes it possible to resolve disputes quickly and amicably. Workers feel free to voice their complaints and concerns, and management may act appropriately to address problems before they get worse. A pleasant work atmosphere where employees feel appreciated and valued is fostered by effective dispute resolution. Consequently, this raises their level of involvement and lowers the chance of turnover. First of all, a welcoming and inclusive work atmosphere promotes a sense of belonging. Employee engagement at work is higher when they feel appreciated, respected, and accepted for who they are. Coworker collaboration, teamwork, and mutual support are fostered by this sense of being accepted, and the result is a harmonious and cohesive workplace culture. Moreover, by reducing stress and fostering mental health, a healthy work environment enhances employee well-being. Ample lighting, a cozy workstation layout, easy access to wellness centers or relaxation areas, and work-life balance-promoting policies are just a few of the elements that lower stress levels and raise general job satisfaction among employees.

Employees are likely to perform effectively and stick with their roles and the company when they feel both physically and emotionally supported. Transparent and clear concise communication are promoted in a healthy environment. A culture of trust and respect is established through open lines of communication, personable leadership, and chances for discussion and criticism.

When workers believe their perspectives are appreciated and carefully considered, they are more inclined to speak up, offer suggestions for improvement, and participate in decision-making processes. Furthermore, professional development is encouraged in a supportive work environment.

Businesses that support employee development through funding skill-building projects, career progression chances, mentorship programs, and training courses show their dedication to staff development. This improves organizational competitiveness and capacities in addition to improving individual career paths.

Negative work environments with unclear expectations, disrespect, poor communication, and inadequate support networks can be harmful. Employee stress, burnout, and discontent may rise as a result. Employees that work in such settings tend to be less productive, collaborate less effectively, and have higher turnover rates since they are looking for more encouraging and rewarding work situations elsewhere.

To sum up, developing a helpful and encouraging work atmosphere is essential for drawing in and keeping talent, raising employee satisfaction, and encouraging creativity and productivity. Through the prioritization of elements like inclusion, well-being, communication, and growth opportunities, companies may foster an environment where workers feel inspired to accomplish both personal and organizational objectives, prosper, and make important contributions.

This all-encompassing strategy not only helps workers, but it also enhances the company's standing as an employer of choice in the cutthroat business world.

### 3. Job Satisfaction

Any organization's potential to succeed and last depends critically on its employees' level of job satisfaction. It includes the satisfaction and gratification that workers receive from their jobs, coworkers, and overall corporate experience. Employee engagement, motivation, and productivity are typically higher when they are happy in their positions. Because work happiness and performance are positively correlated, it is imperative for firms to regularly monitor and improve employee satisfaction levels. How well employees view their positions and duties inside the company has a direct impact on their level of job satisfaction. Employee uncertainty and misunderstanding can be greatly reduced by having clear job expectations, which frees them up to concentrate more on their goals and tasks.

When roles are well-defined and understood, employees can align their efforts with organizational goals more effectively, fostering a sense of purpose and accomplishment. Moreover, job satisfaction influences employee engagement. Employees that feel personally invested in their work and dedicated to helping the company succeed are said to be engaged. They are likely to go beyond their basic job requirements, exhibit creativity, and collaborate effectively with colleagues. This level of engagement not only enhances individual performance but also contributes to a positive organizational culture characterized by teamwork and innovation.

Furthermore, satisfied employees are generally more motivated. Motivation stems from various factors such as recognition, career growth opportunities, fair compensation, and a supportive work environment. Organizations that invest in understanding what motivates their employees can tailor their strategies to nurture and sustain motivation

levels. This could include providing professional development opportunities, implementing fair and transparent performance evaluation systems, or fostering a culture of recognition and appreciation.

Regularly gauging employee satisfaction is essential for several reasons. It allows organizations to identify areas where improvements are needed, whether in terms of work processes, leadership effectiveness, or employee well-being initiatives. Techniques for gathering feedback, including surveys, focus groups, or one-on-one discussions provide valuable insights into the factors influencing job satisfaction. By acting on this feedback, organizations demonstrate their commitment to employee welfare and continuous improvement, thereby enhancing overall satisfaction levels. In fact job satisfaction is a concept that significantly impacts organizational performance and employee well-being. Organizations that prioritize efforts to understand, measure, and improve job satisfaction create environments where employees feel valued, engaged, and motivated. This proactive approach not only enhances individual and team performance but also contributes to long-term organizational success and sustainability in an increasingly competitive marketplace. By fostering a culture that values employee satisfaction, organizations can attract and retain top talent, drive innovation, and achieve their strategic objectives effectively.

#### 4. Recognition and Rewards

Recognition as well as rewards are essential parts of every company's plan to inspire workers and improve productivity. By acknowledging and rewarding employees' efforts, achievements, and contributions, organizations can foster a positive work environment where employees feel valued, appreciated, and motivated to excel in their roles. It serves as a fundamental form of acknowledging employees' hard work and accomplishments. It can take various forms, including verbal praise, public acknowledgment in meetings or newsletters, or written commendations. When employees receive recognition, whether from their peers, supervisors, or the organization as a whole, it validates their efforts and reinforces positive behaviour. This acknowledgment not only boosts morale but also instills a sense of pride and satisfaction in employees, contributing to their overall job satisfaction and motivation. Recognition contributes significantly to employee engagement. Engaged employees are those who are emotionally committed to their work and the goals of the organization.

When employees feel recognized for their contributions, they are more likely to be engaged in their tasks, leading to higher productivity and better performance outcomes. Engaged employees also tend to exhibit higher levels of job satisfaction and are more likely to remain loyal to the organization, thus positively impacting employee retention rates.

On the other hand, rewards such as bonuses, promotions, or tangible incentives provide employees with concrete benefits for their exceptional performance. Unlike recognition, which focuses on acknowledging efforts, rewards offer tangible outcomes that demonstrate the organization's commitment to valuing and investing in its employees. Bonuses, for instance, directly link performance to financial incentives, motivating employees to strive for excellence in their work.

Promotions also serve as a significant form of reward by recognizing employees' potential and providing them with opportunities for career advancement. This not only rewards individual achievement but also encourages others to aspire to higher roles within the organization, fostering a culture of meritocracy and continuous improvement. Furthermore, tangible incentives such as gift cards, paid time off, or company-sponsored events can also serve as effective rewards, appealing to different aspects of employees' motivations and preferences. These incentives not only recognize outstanding performance but also enhance employee satisfaction and well-being by providing additional perks beyond regular compensation.

In combination, recognition and rewards play complementary roles in influencing employee engagement and retention. While recognition enhances morale, job satisfaction, and emotional commitment, rewards provide tangible benefits that reinforce desired behaviours and performance outcomes. Together, they create a holistic approach to encouraging the working people develops a positive organizational culture centred around appreciation and excellence. Effective implementation of recognition and rewards requires a strategic approach tailored to the organization's culture and objectives. It involves establishing clear criteria for recognition and defining transparent reward systems that align with performance expectations and organizational goals. Regular feedback and communication are also essential to ensure that recognition and rewards are meaningful, timely, and aligned with employees' contributions.

Recognition and rewards are essential elements of a comprehensive strategy to motivate employees, enhance engagement, and promote retention within organizations. By valuing and appreciating employees' efforts through acknowledgment and tangible incentives, organizations can cultivate a motivated and committed workforce that drives sustained success and growth.

#### 5. Opportunities for growth and development

Opportunities for growth and development within an organization are pivotal for the sustained success and advancement of both employees and the organization itself. These opportunities encompass a variety of initiatives such as training programs, workshops, mentorship, and career advancement plans, all aimed at enhancing the skills, knowledge, and competencies of employees. When organizations prioritize these developmental opportunities, they create an environment that not only attracts top talent but also fosters a culture of continuous improvement and innovation. Firstly, employee engagement is significantly influenced by the availability of possibility for growth and development. Engaged employees are those who feel valued and challenged in their roles.

When organizations provide avenues for professional growth, employees are likely to be encouraged and more dedicated to the work. This engagement is a critical driver of productivity as engaged employees tend to exhibit higher degree of execution, creativity, and problem-solving abilities. Additionally, when employees see a clear path for career advancement within the organization, their loyalty and commitment are strengthened, leading to reduced turnover rates, employee retention is closely linked to the developmental opportunities offered by an organization. Rising rate of retention can be costly and disruptive, impacting both the financial health and operational efficiency of a business.

Through employee development investments, organizations can mitigate these risks. Employees are less likely to leave an organization that invests in their growth and demonstrates a genuine interest in their long-term career progression. Furthermore, retention of skilled employees ensures that the organization retains valuable institutional knowledge and expertise, which can be leveraged for future growth and innovation. Investing in employee development also enables organizations to unlock their employees' potential. Each employee brings unique skills and talents to the table.

By concentrated training and development programs, organizations can identify and nurture these talents, aligning them with organizational goals. This alignment not only maximizes individual performance but also drives collective success. As employees develop new skills and expand their knowledge, they become more adaptable and capable of taking on new challenges. This adaptability is crucial in today's fast-paced and ever-evolving business landscape, where the ability to quickly respond to changes can provide a significant competitive advantage.

In addition to enhancing individual performance, development opportunities can drive innovation within an organization. A workforce that is continuously learning and evolving is more likely to generate fresh ideas and innovative solutions. Training programs that encourage creative thinking, problem-solving, and collaboration can lead to the development of new products, services, and processes that set the organization apart from its competitors. Furthermore, when employees are empowered to take ownership of their professional development, they are more likely to take initiative and contribute to the organization's strategic objectives. Finally, by prioritizing employee growth and development, organizations position themselves for sustainable growth and long-term success. A well-developed workforce is not only more productive and innovative but also more resilient. Organizations that invest in their employees are better equipped to navigate economic uncertainties, industry disruptions, and other challenges. Moreover, a reputation for fostering employee growth can enhance the organization's employer brand, attracting top talent and reinforcing its competitive position in the market.

In conclusion, opportunities for growth and development are essential components of a successful and thriving organization. They enhance employee engagement and retention, unlock potential, drive innovation, and position the organization for sustainable growth. By committing to the continuous development of their employees, organizations can create a dynamic and resilient workforce capable of achieving long-term success. Spending in employee development is not just a strategy for enhancing individual performance; it is a foundational element for building a strong, innovative, and competitive organization.

## 6. Job attractiveness

Job attractiveness is an important factor in shaping employee engagement and overall organizational success. Attractive jobs entice potential employees, boost job satisfaction, enhance retention rates, and contribute significantly to the long-term competitiveness of an organization. To understand the impact of job attractiveness, it is important to examine how it acts as a catalyst for employee engagement and the subsequent benefits this brings to both employees and the organization and job attractiveness directly influences employee engagement. Engaged employees are those who are emotionally and intellectually invested in their work. They are motivated, enthusiastic, and committed to contributing to their organization's success. Attractive jobs typically offer elements such as meaningful work, career advancement opportunities, competitive compensation, a positive work environment, and work-life balance. When these elements are present, employees are likely to be accepted and encouraged. This heightened engagement translates into increased productivity, creativity, and dedication, driving the organization toward its goals more effectively. Job satisfaction is closely tied to job attractiveness.

Job satisfaction stems from employees feeling fulfilled and content with their roles. When jobs are attractive, employees are more likely to experience this sense of fulfillment. This can stem from a variety of factors, including interesting and challenging work, opportunities for skill development, recognition as well as rewards for achievements, and supportive management. High job satisfaction not only boosts morale but also reduces workplace stress and burnout, leading to a healthier and more productive workforce.

Retention of talented employees is another significant benefit of job attractiveness. High retention rates are costly and disruptive, often leading to a loss of valuable skills and knowledge. Organizations can improve their capacity to retain top personnel by offering enticing work opportunities. When workers see prospects for future growth and promotion within the company and are happy in their existing roles, they are less inclined to look for work elsewhere. In addition to protecting institutional knowledge, this stability spares the company the costs of hiring, onboarding, and onboarding new personnel.

Furthermore, appealing positions enhance an organization's overall success. When employees are engaged and satisfied with their jobs, they are likely to go above and beyond in their roles, driving innovation and efficiency. A motivated workforce can lead to the development of new products, improved services, and streamlined processes, all of which are essential for maintaining a competitive edge in the marketplace.

Additionally, organizations known for offering attractive jobs often enjoy a stronger employer brand, making it easier to attract high-caliber candidates and retain existing talent. To create and maintain job attractiveness, organizations must invest in several key areas. This means providing competitive pay and benefits, opening doors for career progression and professional development, cultivating a welcoming and pleasant work environment, and guaranteeing a good work-life balance.

Effective communication and recognition of employee contributions are also crucial. By listening to employees' needs and feedback, organizations can continually refine their strategies to keep jobs attractive and employees engaged. Job attractiveness is a fundamental component of employee engagement and organizational success.

By investing in creating attractive jobs, organizations can foster a culture of engagement that leads to higher levels of job satisfaction, improved retention rates, and enhanced competitive advantage. Attractive jobs not only draw in top talent but also encourage existing employees to perform at their best, driving innovation and efficiency within the organization. Ultimately, job attractiveness is not just about filling positions; it is about creating an environment where employees are motivated, valued, and inspired to contribute to the long-term success of the organization.

## 7. Fair compensation

An organization's entire performance and sustainability are greatly dependent on its capacity to provide equitable compensation, which is a fundamental component of the relationship between employee engagement and retention. Organizations that place a high priority on equitable remuneration policies not only draw and keep great personnel, but they also foster a climate of trust, fulfillment, and dedication. These components are necessary to encourage greater levels of engagement, which will eventually increase retention rates. Comprehending the complex implications of



equitable remuneration highlights the essential role it plays in efficient human resource administration and corporate tactics. To begin with, remuneration equity plays a big role in drawing in top personnel. Skilled professionals are drawn to companies that give pay and benefits commensurate with their experience, competence, and contributions in a competitive employment market. Pay packages that are seen as competitive and fair can set a company apart from its rivals and help it become a top employer for talented applicants. Establishing a robust workforce capable of propelling the organization's aims and objectives requires this initial appeal.

Once top talent is attracted, fair compensation plays a pivotal role in retaining these employees. Retention is critical as it reduces the costs and disruptions associated with high turnover rates, such as recruiting, hiring, and training new employees. Workers who believe they are being adequately compensated for their labor are more inclined to stick with a company, which lowers turnover and promotes stability in the workforce. Stability, in turn, ensures that institutional knowledge and skills are retained, which can enhance productivity and organizational effectiveness. Fair compensation also fosters a culture of trust and satisfaction. When employees believe that they are being compensated fairly, it builds trust between them and the organization. This trust is foundational to a positive workplace culture where employees feel valued and respected. Satisfaction with compensation is closely linked to overall job satisfaction, which is an essential factor of employee engagement. Engaged employees are more motivated, productive, and committed to their work, contributing positively to the organization's performance and success.

Moreover, fair compensation contributes to higher levels of employee engagement. Engagement is characterized by an employee's emotional and intellectual investment in their work and the organization. Fair compensation practices signal to employees that the organization recognizes and appreciates their contributions. This recognition can enhance an employee's sense of worth and belonging, which are critical components of engagement. Engaged employees are likely to exhibit proactive behaviour, like going above and above what is required of them at work, contributing innovative ideas, and demonstrating loyalty to the organization. In addition, fair compensation practices can lead to improved organizational performance. When employees are fairly compensated, they are more likely to be satisfied with their jobs and less likely to seek employment elsewhere. This continuity allows organizations to

maintain a steady and experienced workforce, which can be more efficient and effective. Additionally, as employees are more willing to support one another and collaborate to achieve common goals, a culture of justice and trust can improve cooperation and collaboration.

Organizations that prioritize fair compensation are also better positioned to foster long-term commitment among their employees. Commitment is critical for achieving strategic objectives and sustaining competitive advantage. Employees who are committed to their organization are more likely to invest in their roles and contribute to the organization's long-term success. This commitment is strengthened when employees feel that their efforts are adequately rewarded and that they have a secure and rewarding career path within the organization. In conclusion, fair compensation is integral to fostering employee engagement and retention. By ensuring that compensation practices are fair and transparent, organizations can attract and retain top talent, build a culture of trust and satisfaction, and enhance employee engagement. These factors collectively contribute to improved retention rates and organizational success. Ultimately, fair compensation is not merely a financial consideration; it is a strategic imperative that supports the overall health and sustainability of the organization.

#### 8. Employee commitment

Employee commitment is a vital factor that strengthens the relationship between engagement and retention, significantly contributing to the overall health and success of an organization. Commitment is characterized by an employee's emotional and intellectual investment in their organization, fostering a deep sense of loyalty and dedication. When organizations prioritize building and sustaining employee commitment, they create a resilient workforce that exhibits organizational citizenship behaviour and a strong sense of belonging. This, in turn, enhances employee retention and fosters a thriving culture of engagement. Employee commitment plays a crucial role in fostering resilience within the workforce. Committed employees are more likely to persevere through challenges and remain dedicated to their organization even during difficult times. This resilience is essential for maintaining productivity and morale when the organization faces economic downturns, industry disruptions, or internal changes. Employees who are committed are better equipped to adapt to new situations,

embrace change, and contribute to problem-solving efforts, helping the organization navigate through uncertainties more effectively.

Moreover, committed employees are more likely to exhibit organizational citizenship behaviour, which refers to discretionary behaviours that go beyond an employee's formal job requirements and contribute positively to the organization. These behaviours include helping colleagues, taking initiative, and going above and beyond to support organizational goals. Organizational citizenship behaviour is a direct outcome of employee commitment and is instrumental in creating a collaborative and supportive work environment.

When employees are committed, they take ownership of their work and are more willing to invest additional effort, which can lead to higher levels of innovation, efficiency, and overall organizational performance. Feeling of being valued or accepted is another significant benefit of employee commitment. When employees have a strong relation to their organization, they experience a sense of inclusion and acceptance. This feeling of belonging is crucial for mental and emotional well-being, which in turn influences job satisfaction and engagement. Organizations that foster a sense of belonging by recognizing employee contributions, promoting diversity and inclusion, and creating a supportive work culture can enhance employee commitment. Employees who feel that they belong are more likely to be engaged, motivated, and loyal to the organization.

Employee commitment also has a direct impact on retention rates. High levels of commitment reduce turnover by making employees more likely to stay with the organization for the long term. This stability is beneficial for both the employees and the organization. For employees, commitment translates into career growth and development opportunities within a familiar and supportive environment. For the organization, retaining committed employees means preserving valuable skills, knowledge, and experience, which can drive sustained success and competitive advantage. Organizations that prioritize building and sustaining employee commitment are better positioned to create a culture where engagement flourishes. Commitment can be nurtured through various strategies, such as offering career development opportunities, recognizing and rewarding employee contributions, providing competitive compensation and benefits, and fostering open communication and trust.

By addressing the needs and aspirations of employees, organizations can cultivate a committed workforce that is aligned with their values and goals.

Employee commitment is a critical factor that reinforces the relationship between engagement and retention. It fosters resilience, promotes organizational citizenship behaviour, and enhances the sense of belonging among employees. Organizations that prioritize and nurture employee commitment are more likely to retain their top talent, create a positive and productive work environment, and achieve long-term success. Ultimately, employee commitment is not just a measure of loyalty; it is a strategic asset that drives engagement, retention, and organizational excellence.

## 9. Superior Relations

Superior relations, particularly those between supervisors and employees, are crucial in shaping employee engagement and retention. Effective supervisors who provide support, constructive feedback, recognition, and development opportunities significantly contribute to higher levels of employee engagement and job satisfaction. This, in turn, leads to increased retention rates and a more productive workforce. Understanding the multifaceted impact of superior relations helps illuminate why they are essential to fostering a positive and thriving work environment. The support provided by supervisors is fundamental to employee engagement. Supportive supervisors are approachable, empathetic, and responsive to the needs and concerns of their team members.

When employees feel supported, they are more likely to be engaged in their work, as they know that their supervisor values their well-being and success. This support can come in various forms, such as providing the necessary resources to complete tasks, offering assistance with problem-solving, and being available for guidance and mentorship. A supportive supervisory relationship creates a sense of security and trust, which are key components of employee engagement. Constructive feedback is another critical element of superior relations that enhances employee engagement and job satisfaction.

Effective supervisors provide timely and specific feedback that helps employees understand their strengths and areas for improvement. Constructive feedback is not just about pointing out mistakes but also about encouraging growth and development. When employees receive regular feedback, they are more likely to feel competent and

confident in their roles, which boosts their engagement and motivation. Additionally, feedback helps employees align their efforts with organizational goals, ensuring that their work is meaningful and impactful.

Recognition from supervisors also plays a significant role in shaping employee engagement and retention. Employees who feel recognized and appreciated for their contributions are more likely to be satisfied with their jobs and remain committed to the organization. Recognition can take many forms, from verbal praise and written commendations to more formal rewards and incentives. When supervisors acknowledge the hard work and achievements of their team members, it reinforces positive behaviour and fosters a culture of appreciation. This recognition not only boosts morale but also encourages employees to continue performing at high levels. Opportunities for development provided by supervisors are essential for fostering employee engagement and retention.

Employees are likely to stay with an organization that invests in their professional growth and career advancement. Effective supervisors identify the development needs of their team members and provide opportunities for learning, such as training programs, workshops, and challenging projects. By supporting their employees' aspirations and career goals, supervisors create an environment where employees feel valued and motivated to grow within the organization. This commitment to development enhances job satisfaction and reduces turnover rates, as employees see a clear path for progression and success.

Furthermore, superior relations contribute to a more productive workforce. When employees have strong, positive relationships with their supervisors, they are more likely to communicate openly, collaborate effectively, and work towards common goals. This synergy improves team dynamics and overall productivity. Supervisors who foster an inclusive and supportive team culture enable their employees to thrive, leading to better performance and higher levels of innovation.

In conclusion, superior relations are a critical factor in shaping employee engagement and retention. Effective supervisors who provide support, constructive feedback, recognition, and opportunities for development create an environment where employees feel valued, motivated, and committed to their work. This leads to higher job satisfaction, increased retention rates, and a more productive workforce. Organizations that prioritize building strong supervisory relationships are better

positioned to foster a positive work culture and achieve long-term success. Superior relations are not just about managing tasks but about inspiring and empowering employees to reach their full potential.

Employee engagement's influence on turnover intention extends beyond basic job satisfaction and loyalty, impacting various facets of the organizational environment and individual employee experience. Engaged employees are more likely to exhibit proactive behaviours, such as seeking out new responsibilities, suggesting improvements, and collaborating effectively with colleagues. These behaviours not only enhance their personal sense of fulfilment but also contribute to a more dynamic and innovative workplace, which further strengthens their attachment to the organization.

Moreover, high levels of engagement are often correlated with better mental and physical health outcomes for employees. Engaged employees typically report lower levels of stress and burnout, which are common precursors to turnover intentions. When employees feel valued and supported, they are more resilient to workplace challenges and less likely to consider leaving their job as a solution to stress-related issues.

From an organizational perspective, fostering employee engagement can lead to improved performance and productivity, as engaged employees are more motivated to achieve their goals and contribute to the company's success. This enhanced performance can create a positive feedback loop, where the organization's success reinforces the employees' sense of pride and engagement, further reducing turnover intentions. Additionally, engagement has a social dimension; engaged employees often create a positive and collaborative workplace culture. This environment can increase overall job satisfaction and reduce the appeal of external opportunities, as employees feel a sense of community and belonging that is difficult to replicate elsewhere. This social cohesion can be particularly influential in retaining employees, as strong interpersonal relationships and a supportive team dynamic are significant factors in an employee's decision to stay with their current employer.

Furthermore, engaged employees are more likely to align with the company's vision and values, seeing their personal growth and success as intertwined with the organization's achievements. This alignment can make the prospect of leaving for another company less attractive, as employees perceive a greater personal investment in their current workplace.

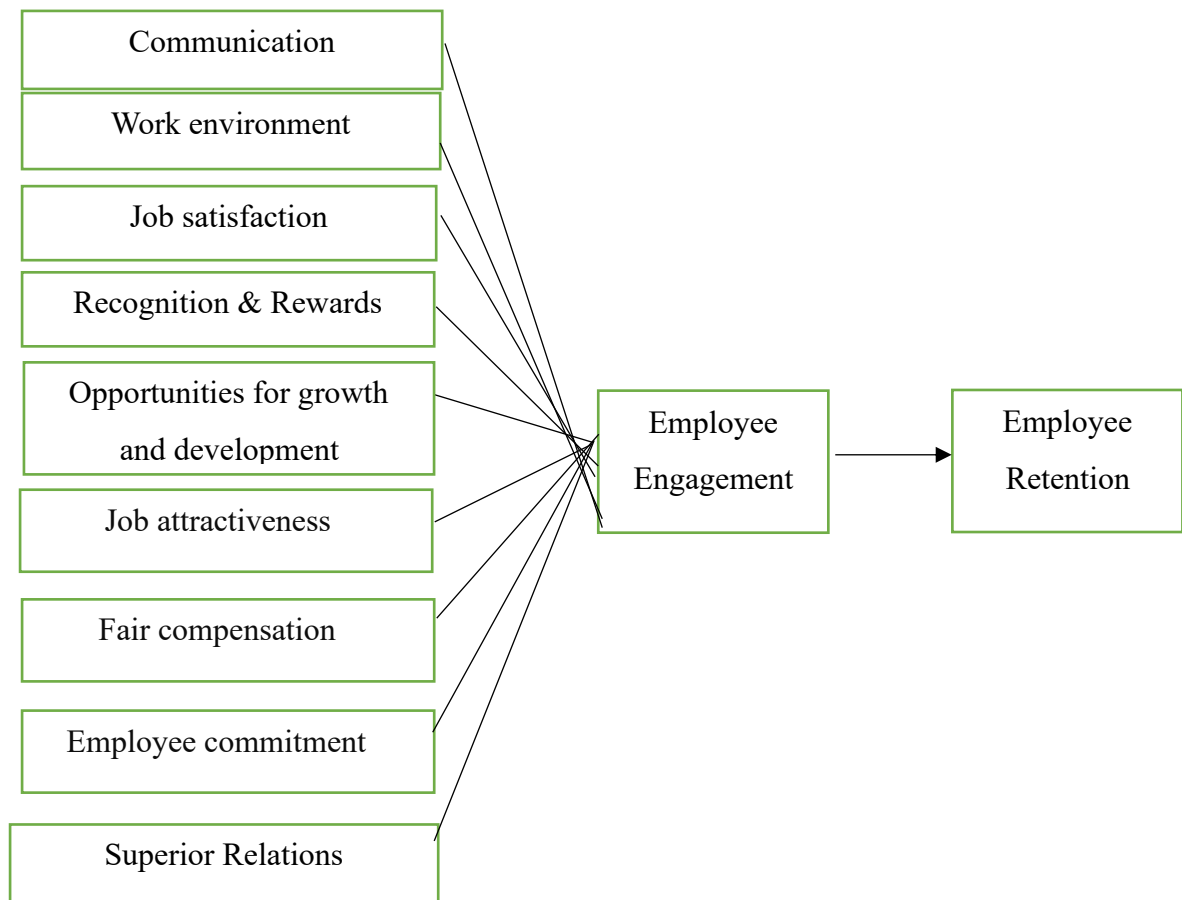
In conclusion, the impact of employee engagement on turnover intention is multifaceted, influencing emotional, psychological, social, and performance-related aspects of the employee experience. Organizations that invest in building and sustaining high levels of employee engagement can benefit from lower turnover rates, increased stability, and a more committed and high-performing workforce. By addressing the diverse needs and aspirations of their employees, companies can create an engaging work environment that naturally reduces the inclination to leave.

### **Conceptual Framework of the Study**

The conceptual framework of a study is a pivotal component that defines and delineates the underlying structure and guiding principles of the research process. It acts as a blueprint that interlinks the study's variables, theories, concepts, and existing knowledge, facilitating a coherent and systematic approach to investigating the research problem. This framework is developed through an extensive review of relevant literature, enabling the researcher to identify gaps, trends, and established theories pertinent to the research topic. At its core, the conceptual framework serves multiple purposes. It provides clarity and focus by defining the key variables and their expected relationships, thereby helping to shape the research questions and hypotheses. These variables can include independent, dependent, moderator, and mediator variables, each playing a distinct role in the research design.

The conceptual framework enhances the credibility and reliability of the research. By explicitly stating the theoretical and conceptual underpinnings, it allows other researchers to understand the basis of the study, replicate it, and compare findings across different contexts. This transparency is crucial for the advancement of knowledge within the field, as it facilitates the accumulation of evidence and the refinement of theories.

The conceptual framework of a study is an essential element that shapes every aspect of the research process. It defines the variables and their relationships, grounds the study in existing theories, guides methodological choices, and provides a lens for interpreting findings. By offering a clear and structured approach to investigating the research problem, the conceptual framework ensures that the study is coherent, systematic, and scientifically robust. This makes it an indispensable tool for researchers striving to contribute meaningful insights and advancements to their respective fields.



### **Need and importance of Employee Engagement on Employee Retention**

Employee engagement is paramount for enhancing employee retention within organizations. When employees are actively engaged in their work, they develop a deeper connection to their roles and the overall mission of the organization. This sense of purpose and involvement significantly increases job satisfaction, as engaged employees feel valued and recognized for their contributions. Consequently, they are more likely to remain loyal to the organization, reducing turnover rates and the associated costs of recruiting and training new staff. Moreover, engaged employees tend to be more productive and committed to achieving organizational goals, which contributes to a positive work environment and enhances overall performance. By fostering a culture of engagement, organizations not only retain talent but also cultivate a motivated workforce that drives innovation, improves customer satisfaction, and sustains long-term success. Thus, investing in employee engagement is not just



beneficial but essential for achieving high retention rates and fostering a thriving organizational culture.

## **The Need for Employee Engagement**

### Retention of Talent:

One of the primary reasons organizations need to focus on employee engagement is to retain talent. Engaged employees are more likely to stay with the organization because they feel valued and connected to the company's mission and values. This reduces the turnover rates and helps the organization retain skilled and experienced employees.

### Increased Productivity:

Engaged employees are more productive. They are committed to their work and are willing to go above and beyond to achieve organizational goals. This higher productivity can lead to better performance outcomes and can significantly enhance the organization's competitive edge.

Enhanced Employee Well-being: Engagement positively impacts employees' mental and emotional well-being. When employees feel engaged, they experience lower levels of stress and burnout. This well-being is crucial for maintaining a healthy, motivated workforce that is less likely to leave the organization.

### Better Customer Satisfaction:

Engaged employees are more likely to provide excellent customer service. Their commitment and positive attitude can lead to higher customer satisfaction, which in turn can enhance customer loyalty and drive business success.

### Innovation and Creativity:

An engaged workforce is more innovative and creative. Employees who are engaged are more likely to contribute ideas and solutions that can drive the organization forward. This culture of innovation is essential for staying relevant and competitive in today's fast-paced business environment.

## **Importance Of Employee Engagement on Employee Retention**

Employee engagement plays a crucial role in employee retention for several reasons:

### 1. Increased Job Satisfaction:

Engaged employees are more satisfied with their jobs. When employees feel connected to their work and understand how their contributions impact the organization, they are more likely to stay motivated and fulfilled.

### 2. Reduced Turnover:

High levels of employee engagement are linked to lower turnover rates. Engaged employees are less likely to actively seek other job opportunities or leave the organization, reducing recruitment and training costs associated with high turnover.

### 3. Higher Productivity:

Engaged employees tend to be more productive. They are willing to go the extra mile to achieve organizational goals and are generally more committed to performing at their best.

### 4. Improved Morale and Well-being:

Engaged employees often experience higher morale and well-being. When employees feel valued, respected, and supported in their roles, they are more likely to have a positive outlook and feel good about coming to work.

### 5. Enhanced Organizational Culture:

Engaged employees contribute positively to the organizational culture. They are more likely to embody the values and behaviours that the organization promotes, which can strengthen the overall workplace environment.

### 6. Better Customer Satisfaction:

Engaged employees provide better customer service. Satisfied and motivated employees are more likely to deliver excellent service to customers, which can lead to increased customer satisfaction and loyalty.

### 7. Innovation and Creativity:

Engagement fosters a conducive environment for innovation and creativity. Employees who are engaged feel comfortable sharing ideas, taking risks, and exploring new approaches, which can drive organizational growth and competitiveness.

## 8. Retention of Key Talent:

Engaged employees are less likely to leave the organization, especially if they feel their contributions are valued and recognized. This helps in retaining key talent and reducing the disruption caused by frequent turnover.

Overall, investing in employee engagement not only enhances retention rates but also contributes to a positive work environment, improved performance, and sustainable organizational success. It's a win-win situation where both employees and the organization benefit mutually from higher levels of engagement.

Employee engagement is a critical component of organizational success. Engaged employees are more productive, innovative, and committed to their organizations. They provide stability, reduce turnover costs, and enhance customer satisfaction. To reduce Employee retention, organizations must invest in strategies that foster engagement, such as effective communication, recognition, career development, work-life balance, and inclusive culture.

By doing so, organizations can create a thriving work environment where employees feel valued and motivated to contribute their best efforts. Ultimately, high employee engagement leads to lower turnover rates, ensuring that organizations retain their top talent and continue to achieve their strategic objectives.

### **Advantages of Employee Engagement on organization**

Employee engagement offers numerous advantages for both employees and organizations alike:

- Increased productivity:

Engaged employees are more motivated and committed to their work, leading to higher levels of productivity. They are willing to go above and beyond their job requirements to achieve organizational goals, resulting in greater efficiency and output.

- Improved Job Satisfaction:

Engaged employees derive a sense of fulfillment and purpose from their work, leading to higher levels of job satisfaction. They are more likely to find meaning in their contributions and feel valued for their efforts, resulting in greater overall happiness at work.

- Enhanced Employee Morale:

A culture of engagement fosters a positive work environment where employees feel appreciated, supported, and respected. This, in turn, boosts morale and creates a sense of camaraderie among team members, leading to a more cohesive and motivated workforce

- Reduced Turnover:

Engaged employees are less likely to leave their jobs in search of better opportunities elsewhere. They feel a strong sense of loyalty and commitment to their organization, reducing turnover rates and the associated costs of recruitment and training.

- Better Employee Retention:

Employee engagement is closely linked to employee retention. When employees feel engaged and satisfied with their work, they are more likely to stay with the organization for the long term, reducing turnover and maintaining continuity within the workforce.

- Higher Levels of Innovation:

Engaged employees are more likely to contribute new ideas, suggestions, and innovations to their organization. They feel empowered to share their thoughts and insights, leading to a culture of continuous improvement and innovation.

- Improved Customer Satisfaction:

Engaged employees provide better customer service and are more attentive to customer needs. They are committed to delivering high-quality products and services, resulting in increased customer satisfaction and loyalty.

- Enhanced Organizational Performance:

Ultimately, employee engagement leads to improved organizational performance. Engaged employees are more productive, satisfied, and committed, leading to higher levels of performance, profitability, and success for the organization as a whole.

## **1.2 Statement of the problem**

The Statement of the study is about the influence of employee engagement on Employee retention at PDDP. The success of any organization depends on the employees and their satisfaction in the organization. Every organization ensure various

activities for employee engagement and must ensure its influence on employee retention. However, despite its importance, many organizations struggle to effectively engage their employees, leading to challenges in retention. On other hand, employee retention has been a critical aspect of a company, significantly impacting its productivity and profitability. The level of employee engagement and satisfaction varies over time, reflecting employees' commitment to the organization and their intention to stay.

This study aims to understand how key factors of employee engagement influence Employee retention at PDDP, seeking to understand the relationship between these variables to help reduce employee retention rates.

### **1.3 Objectives of the study**

- To determine the perception of employees on the factors which affect employee engagement on Employee retention
- To understand key factors of employee engagement influencing to Employee Retention at PDDP

### **1.4 Scope of the study**

The study is conducting in PDDPCS. There are mainly 156 employees in the organization where 14 managerial employees included. This study is useful to understand the influence of employee engagement on employee retention.

The study is mainly conducting through questionnaire to collect the statistic and facts from the targeted respondents of employees of PDDPCS. This research is very useful and it is helping myself to gain knowledge.

### **1.5 Research Methodology**

According to Albert Szent -Gyorgyi: **“Research is seeing what everybody else has seen and thinking what nobody else has thought”**. Research is commonly refers to the search for knowledge. It is a systematic and methodical investigation undertaken to discover new knowledge, validate existing theories, or solve specific problems. It involves the careful collection, analysis, and interpretation of data to address a research question or hypothesis.

Research methodology is the cornerstone of any scientific inquiry, serving as the framework through which knowledge is systematically acquired, analysed, and interpreted. It encompasses a range of techniques, tools, and procedures that researchers employ to investigate phenomena, test hypotheses, and generate new insights. In this essay, we delve into the intricacies of research methodology, exploring its various components, purposes, and applications in the pursuit of knowledge. On the other hand, research methodology refers to the systematic approach and techniques used to conduct research. It encompasses the entire research process, from the formulation of research questions to the collection and analysis of data, and finally, the interpretation and dissemination of findings. Research methodology provides researchers with a structured framework to ensure the validity, reliability, and rigor of their studies, thereby enhancing the credibility and trustworthiness of their findings.

One of the essential aspects of research methodology is data collection, which involves gathering information or evidence relevant to the research questions. Data collection methods can range from surveys and interviews to observations, experiments, and archival research. Researchers must carefully select appropriate data collection methods based on the research objectives, the nature of the phenomenon under study, and practical considerations such as time, cost, and accessibility.

Once data is collected, researchers proceed to data analysis, where they examine, interpret, and make sense of the collected information. Data analysis techniques can vary depending on the research methodology and the type of data collected. Quantitative research typically involves statistical analysis to identify patterns, relationships, and trends within the data, while qualitative research employs techniques such as thematic analysis, content analysis, and narrative analysis to explore themes, meanings, and perspectives embedded in the data.

Throughout the research process, researchers must adhere to ethical principles and guidelines to ensure the rights, privacy, and welfare of research participants. Ethical considerations are paramount in research methodology and encompass issues such as informed consent, confidentiality, anonymity, and the minimization of harm. Researchers must obtain ethical approval from institutional review boards or ethics committees before conducting research involving human participants and must adhere to ethical standards outlined in professional codes of conduct and regulations.

Finally, research methodology culminates in the dissemination of findings, where researchers communicate their results, conclusions, and implications to the broader academic community and society at large. Dissemination can take various forms, including academic publications, conference presentations, reports, and media outreach. Effective dissemination ensures that research findings are accessible, understandable, and applicable to relevant stakeholders, thereby maximizing the impact and utility of the research.

In conclusion, research methodology is a multifaceted and systematic approach to inquiry that guides researchers through the process of generating new knowledge. By employing appropriate research designs, data collection methods, analysis techniques, and ethical practices, researchers can conduct rigorous and credible studies that contribute to our understanding of the world. Research methodology serves as the bedrock of scientific inquiry, enabling researchers to unravel mysteries, solve problems, and advance human knowledge and understanding.

### **Research Design**

Research design refers to the overall plan that guides the process of conducting a research study. It outlines the framework for collecting, analysing, and interpreting data to address the research question or hypothesis. It encompasses various elements, including the research approach, sampling methods, data collection methods, and data analysis techniques.

One of the fundamental components of research methodology is research design, which refers to the overall plan or strategy for conducting a study. Research designs can vary widely depending on the nature of the research questions, the objectives of the study, and the available resources. Common research designs include experimental, correlational, descriptive, and qualitative designs, each suited to different types of research inquiries and methodologies.

### **Source of data**

The primary data is collected using random sampling technique. Random sampling is a method used in statistics and research to select a sample from a larger population in such a way that every individual or element in the population has an equal chance of being chosen. This ensures that the sample is representative of the population, allowing

researchers to draw valid conclusions and make inferences about the population based on the sample.

On other hand, secondary data used for this study are journals, articles online news, published books, previous research etc.

### **Tools of Data Analysis**

Statistical analysis is a methodical process of collecting, organizing, analysing, interpreting, and presenting data to uncover patterns, relationships, and insights. It involves the application of statistical techniques and methods to make sense of data, draw conclusions, and make informed decisions. Statistical analysis plays a crucial role in various fields, including science, business, healthcare, economics, social sciences, and engineering, where data-driven decision-making is essential.

The Statistical tools used for the study is following:

- Percentage Analysis

Percentage analysis, also known as ratio analysis or proportional analysis, is a method used to evaluate and compare different components of a dataset or financial statement by expressing them as a percentage of a total or base value. percentage analysis is a valuable analytical tool that provides a standardized framework for comparing and evaluating different components within a dataset. By expressing values as percentages of a base value, analysts can gain insights into relative proportions, trends, and relationships, enabling informed decision-making and strategic planning.

The formula used is:

$$\text{Percentage of Respondent} = \frac{\text{No. of Respondent}}{\text{Total no. of respondent}} \times 100$$

### **Bar Chart**

A bar chart, also known as a bar graph, is a visual representation of data that uses rectangular bars to illustrate the values of different categories. The length or height of each bar is proportional to the value it represents, making it easy to compare different categories at a glance. Bar charts are widely used in various fields to display and compare discrete data points, trends over time, and frequency distributions.



- Regression Analysis

Regression analysis stands as a cornerstone in the realm of statistical modeling, providing a robust framework for understanding, predicting, and interpreting relationships between variables. Whether exploring the impact of marketing strategies on sales, predicting stock prices based on economic indicators, or understanding the factors influencing academic performance, regression analysis offers valuable insights into complex phenomena across diverse fields. In this essay, we delve into the intricacies of regression analysis, elucidating its methodologies, applications, and significance in data-driven decision-making. Regression analysis is a statistical technique used to model the relationship between one or more independent variables (predictors) and a dependent variable (outcome). It aims to quantify how changes in the independent variables are associated with changes in the dependent variable, allowing for prediction, inference, and hypothesis testing. The relationship between the variables is expressed through a regression equation, which estimates the coefficients of the predictors to predict the value of the dependent variable.

### **Software Used for Data Analysis**

Statistical tools are instruments or techniques used to analyse data and draw meaningful insights from the research. It helps researchers, analysts, and decision-makers understand patterns, relationships, and trends within datasets. In order to analyze and evaluate data and enable researchers to come to relevant conclusions and well-informed decisions, statistical tools are needed. Among them are descriptive statistics, which use metrics like mean, median, mode, standard deviation, and variance to summarize and characterize a dataset's key characteristics. Conversely, inferential statistics enable predictions or inferences about a population from a sample of data through the use of methods like regression analysis, confidence intervals, and hypothesis testing. To evaluate the correlations between variables and ascertain the significance of observed differences, sophisticated instruments such as chi-square tests and analysis of variance (ANOVA) are employed. When combined, these statistical methods offer a strong foundation for deciphering complicated data, seeing patterns, and assisting with evidence-based decision-making in a variety of industries, including business, science, healthcare and social science Here statistical tool is SPSS and excel.

- Statistical Package for the Social Sciences

Statistical Package for the Social Sciences is a widely used software package for statistical analysis. It helps for data management, analysis, and reporting, making it the most popular statistical tool used by researchers, analysts, and students in various fields. Statistical Package for the Social Sciences (SPSS) has emerged as a cornerstone in the field of statistical analysis and research, revolutionizing the way researchers explore and interpret data across various disciplines. At its core, SPSS serves as a comprehensive tool for statistical analysis, offering a vast array of procedures and techniques for exploring, summarizing, and interpreting data. Whether researchers are conducting basic descriptive analyses or complex multivariate investigations, SPSS provides the necessary tools to handle diverse research questions and data types. From calculating means and standard deviations to conducting advanced regression analyses and factor analyses, SPSS empowers researchers to uncover patterns, relationships, and insights embedded within their data. In conclusion, SPSS stands as a powerful and indispensable tool for statistical analysis and research across diverse disciplines. Its user-friendly interface, versatile capabilities, and robust functionalities empower researchers to explore data, test hypotheses, and generate insights with confidence and efficiency. As research methodologies continue to evolve, SPSS remains at the forefront, enabling researchers to unlock the full potential of their data and advance knowledge in their respective fields.

- MS Excel

MS Excel stands as a versatile and indispensable tool for data analysis, empowering users across diverse domains to unlock the value of their data and make informed decisions. Its user-friendly interface, versatile functionalities, and robust features make it a preferred choice for professionals seeking to explore, analyse, and interpret data effectively. As data continues to play a central role in decision-making processes, Excel remains a trusted ally, enabling users to harness the power of data to drive innovation, solve complex problems, and achieve organizational objectives.

## **Hypothesis**

A hypothesis is a tentative response to a scientific query or a suggested explanation for a phenomenon. It forms the basis for more research and is an essential part of the scientific method. A well-crafted hypothesis can be refuted by experimentation or observation since it is particular, testable, and falsifiable. A hypothesis is usually supported by observations, logical reasoning, and current knowledge. It establishes the framework for formulating test plans and directing investigations to validate or invalidate the suggested explanation. When testing a hypothesis, data must be gathered and analyzed. Statistical techniques are frequently used to assess the importance of the findings. The hypothesis gets credibility but is not regarded as proven if the data support it.

Rather, it turns into a theory that may be improved upon and put to more testing. The hypothesis may be updated or rejected in the event that the results refute it, which would prompt new theories and additional research. Scientific knowledge advances because of hypotheses, which direct study and offer a framework for comprehending complicated occurrences. Hypotheses aid in the process of scientific inquiry into the natural world by allowing for iterative testing and improvement.

**H0:** There is no significant relationship between employee engagement factors and employee retention at PDDP.

**H1:** There is a significant relationship between employee engagement factors and employee retention at PDDP.

## **Period of the study**

The study is scheduled to take place over a two-month period, Commencing on April 1<sup>st</sup> to May 26<sup>th</sup>. This timeframe allows for a comprehensive examination of research objective within the timeline. Throughout the time period, data collection, analysis and interpretation will be conducted to achieve the study's aim effectively. By adhering to this schedule, the research aims to provide valuable insights about the respective field.

## **Questionnaire Design**

A questionnaire is a research tool consisting of a series of questions used to gather information from respondents. It's a structured way to collect data on a specific topic or to measure attitudes, opinions, behaviours, or other variables.

The questionnaire for assessing the influence of employee engagement on employee retention. It mainly concentrating on several factors that leads employee engagement to influence employee retention.

## **Nature of the study**

The nature of the study is descriptive research, which aims to provide comprehensive description of influence of employee engagement on employee retention. It mainly focuses on several factors which coming under the variable employee engagement influence the employees to stick on the organization.

By the help of quantitative method such as Percentage analysis and regression analysis, we can effectively analysis the depth impact of employee engagement on employee retention.

## **Sample unit**

A sample unit refers to the individual elements or entities that are included in a sample, which is a subset of a larger population. In statistical terms, a population consists of all the individuals or items that meet certain criteria or characteristics that are of interest to the researcher. In this study, the sample unit is the employees of PDDPCS Kuttillakkara.

## **Sample size**

The "sample size" refers to the number of observations or individuals measured or included in a particular study or analysis. It can be defined as asset of respondents selected from a selected from a large population for the purpose of survey. For this research, 100 respondents are taken and these respondents have been considered to measure the employee engagement and its influence on employee retention at PDDP.

## **Population of the study**

The population of the study consists of all the employee of PDDP CS at Kuttillakkara. The total number of employees in the organization is 156.

## **1.6 Limitations of the study**

- Time provided for the study is limited
- Employees are not willing to express their response due to their busy schedule
- Study is biased on the opinion of employees which may be biased.

## **1.7 Industry profile**

The dairy industry is an essential component of the global food system, providing a wide range of dairy products that are consumed by billions of people worldwide. From milk to cheese, yogurt to butter, dairy products are not only delicious but also packed with essential nutrients vital for maintaining good health.

Dairy industry revolves around the production, processing, and distribution of milk and dairy products. Dairy farming is the primary source of milk, with cows being the most common dairy animals, though goats, sheep, and buffaloes also contribute in various regions. Dairy farming involves specialized practices to ensure optimal milk production while maintaining the health and well-being of the animals. Once milk is obtained from dairy animals, it undergoes a series of processing stages to transform it into different dairy products.

Dairy industry holds significant economic importance, providing employment opportunities in farming, processing, transportation, and retail sectors. Additionally, it contributes to the economy through domestic sales and international trade of dairy products. From a nutritional standpoint, dairy products are rich sources of essential nutrients such as calcium, protein, vitamins, and minerals, which are crucial for maintaining overall health and well-being.

While the dairy industry offers numerous benefits, it also faces challenges, including environmental concerns such as greenhouse gas emissions and animal welfare issues. As a result, there is a growing interest in sustainable farming practices and alternative dairy products to address these challenges.

However, the dairy industry plays a vital role in providing nutritious food to people worldwide, contributing to economies, and shaping dietary habits and cultural traditions. As consumer preferences evolve and sustainability becomes increasingly important, the dairy industry continues to adapt and innovate to meet the needs of a changing world.

## **Global Scenario**

The dairy industry stands as a cornerstone of global agriculture, providing essential products such as milk, cheese, yogurt, and butter to consumers worldwide. With its diverse array of products and significant economic impact, the dairy industry plays a vital role in the global food supply chain and economy. In this essay, we explore the dairy industry's position in the global context, examining key trends, challenges, and opportunities shaping its trajectory.

The dairy industry is a significant contributor to global food production, with dairy farms operating in countries around the world. The leading dairy-producing countries include the United States, India, China, Brazil, and the European Union, collectively accounting for a substantial portion of global milk production. Dairy consumption varies across regions, with some countries having a long-standing cultural tradition of dairy consumption, while others are experiencing a growing demand for dairy products due to rising incomes and changing dietary preferences.

Several trends are reshaping the global dairy industry landscape:

### **Rising Demand for Dairy Products:**

As populations grow and incomes rise, especially in emerging economies, there is an increasing demand for dairy products such as milk, cheese, and yogurt. This trend is driven by factors such as urbanization, changing dietary habits, and a growing awareness of the nutritional benefits of dairy products.

### **Shift towards Health and Wellness:**

Consumers are becoming more health-conscious, leading to a growing demand for dairy products perceived as healthier options, such as low-fat milk, probiotic yogurt, and fortified dairy alternatives. Manufacturers are responding by introducing products that cater to these preferences, fueling innovation and product diversification in the dairy industry.

### **Sustainability and Environmental Concerns:**

The dairy industry faces scrutiny regarding its environmental impact, particularly in terms of greenhouse gas emissions, water usage, and land degradation associated with dairy farming. As a result, there is growing pressure on dairy producers to adopt sustainable practices, reduce their carbon footprint, and address environmental concerns throughout the supply chain.

Technological Advancements and Automation:

Technological innovations, such as precision agriculture, robotic milking systems, and data analytics, are transforming dairy farming practices, improving efficiency, productivity, and animal welfare. These advancements enable dairy farmers to optimize resource utilization, enhance milk quality, and reduce operational costs, driving competitiveness and sustainability in the dairy industry.

Despite its significant contributions to the global economy, the dairy industry faces several challenges:

The dairy industry is susceptible to price fluctuations and market volatility, influenced by factors such as changes in supply and demand, geopolitical tensions, trade policies, and currency fluctuations. Market volatility can pose challenges for dairy farmers, processors, and traders, affecting profitability and stability in the industry.

Trade barriers, tariffs, and protectionist policies hinder international trade in dairy products, limiting market access and opportunities for dairy producers in some regions. Trade disputes and geopolitical tensions can exacerbate these challenges, disrupting global supply chains and trade flows in the dairy industry.

The dairy industry faces scrutiny regarding animal welfare practices, particularly in intensive farming systems. Concerns about animal welfare, such as confinement, overcrowding, and the use of growth hormones and antibiotics, have prompted calls for more humane and sustainable farming practices, challenging traditional dairy production methods.

The rise of dairy alternatives, such as plant-based milk, cheese, and yogurt, poses a competitive threat to the traditional dairy industry. Changing consumer preferences, driven by health, environmental, and ethical considerations, have fueled the growth of dairy alternatives, creating challenges for dairy producers to adapt to evolving market trends and consumer demands.

Despite the challenges, the dairy industry also presents opportunities for innovation, growth, and sustainability:

There is scope for product innovation and diversification in the dairy industry to cater to changing consumer preferences and emerging market segments. Opportunities exist for developing value-added dairy products, functional dairy ingredients, and dairy-based alternatives that align with consumer trends towards health, wellness, and sustainability.

Embracing sustainable farming practices, such as regenerative agriculture, organic farming, and carbon sequestration, presents opportunities for dairy producers to enhance environmental stewardship, improve resource efficiency, and differentiate their products in the market. Investing in sustainability can also strengthen the resilience of dairy supply chains and mitigate risks associated with climate change and natural resource scarcity.

Leveraging technology and digitalization tools, such as precision farming technologies, Internet of Things (IoT) devices, and blockchain solutions, can enhance efficiency, transparency, and traceability in the dairy industry. Adopting digital technologies enables dairy producers to optimize production processes, monitor animal health, and ensure product quality and safety throughout the supply chain.

The growing demand for dairy products in emerging markets presents opportunities for expansion and market development. Dairy producers can capitalize on demographic trends, urbanization, and rising disposable incomes in emerging economies to tap into new consumer segments and geographical markets, driving growth and profitability in the dairy industry.

In conclusion, the dairy industry occupies a pivotal position in the global food system, supplying essential products to consumers worldwide and contributing significantly to economic development and livelihoods. While the industry faces challenges such as market volatility, sustainability concerns, and competition from dairy alternatives, it also presents opportunities for innovation, growth, and sustainability. By embracing technological advancements, adopting sustainable practices, and responding to changing consumer preferences, the dairy industry can navigate challenges, capitalize on opportunities, and continue to thrive in the global marketplace.

### **Indian Scenario**

The dairy industry in India is one of the largest and most significant sectors of the country's economy. India is the world's largest producer and consumer of milk and dairy



products, contributing significantly to rural employment and livelihood. Here is an overview of the current scenario of the dairy industry in India, including its strengths, challenges, and future prospects.

India is the world's largest milk producer, contributing about 23% of global milk production. The country's annual milk production has seen consistent growth, reaching over 198 million metric tons in recent years. This growth is driven by a vast network of small and marginal dairy farmers.

Milk and dairy products are integral to the Indian diet, with high per capita consumption. Ghee, curd, butter, and traditional sweets are staple items. The demand for milk and dairy products is growing due to increasing population, rising incomes, and urbanization.

#### Small-Scale Farming

The Indian dairy industry is predominantly characterized by small-scale, family-owned farms. About 70% of the dairy sector is unorganized, with millions of small farmers owning 2-3 cows or buffaloes. This structure helps in widespread rural employment and income generation.

#### Cooperative Movement

The cooperative movement, exemplified by the success of Amul, plays a crucial role in India's dairy sector. Cooperatives like the National Dairy Development Board (NDDB) and state-level cooperatives ensure fair prices for farmers, efficient milk procurement, and quality control.

#### Private Sector Involvement

The private sector has increasingly invested in the dairy industry, leading to modernization and improved infrastructure. Companies like Nestle, Mother Dairy, and Hatsun have introduced advanced processing techniques and diversified dairy products, catering to changing consumer preferences.

#### Challenges

India's milk yield per animal is relatively low compared to global standards. Factors contributing to low productivity include inadequate nutrition, poor genetic potential of dairy animals, and limited access to veterinary care.

- A significant portion of the dairy industry remains unorganized, which leads to inefficiencies in milk collection, quality control, and distribution. The lack of infrastructure and cold chain facilities further exacerbates these issues.

- High costs of cattle feed, veterinary care, and labor impact the profitability of dairy farming. Many small farmers struggle to afford quality feed and healthcare for their animals, affecting overall productivity and income.
- Climate change poses a significant threat to dairy farming in India. Variability in monsoon patterns, extreme weather events, and rising temperatures impact fodder availability, animal health, and milk production.
- Ensuring the quality and safety of milk and dairy products is a major challenge. Adulteration and contamination are prevalent issues due to inadequate regulatory enforcement and infrastructure for quality control.

#### Future Prospects and Strategies

- Adopting modern technologies can significantly improve productivity and efficiency. Technologies such as artificial insemination, automated milking systems, and mobile veterinary services can enhance dairy farming practices.
- Enhancing the cooperative framework by adopting better management practices, increasing transparency, and providing comprehensive farmer training can bolster the organized sector. Cooperatives can facilitate better access to resources, credit, and markets.
- Investing in infrastructure, including cold chain logistics, milk collection centers, and processing facilities, is crucial. Improved infrastructure ensures quality control, reduces wastage, and extends the shelf life of dairy products.
- Focusing on value addition and product diversification can open new revenue streams. Developing products like cheese, yogurt, probiotic drinks, and organic dairy products can cater to evolving consumer preferences and boost profitability.
- Promoting sustainable dairy farming practices, such as organic farming, efficient waste management, and water conservation, can address environmental concerns and attract eco-conscious consumers and government support.
- Continued government support through subsidies, grants, and favorable policies is essential. Policies aimed at improving rural infrastructure, providing financial assistance for technological upgrades, and ensuring fair milk prices can significantly benefit the dairy sector.

The dairy industry in India is a cornerstone of the rural economy and a critical component of the national diet. Despite facing challenges like low productivity, high production costs, and quality control issues, the industry has significant growth potential. By leveraging technological advancements, strengthening cooperatives, enhancing infrastructure, focusing on value addition, and promoting sustainable practices, the dairy industry in India can achieve greater efficiency and profitability. With continued support from the government and active participation from the private sector, India's dairy industry is poised for a robust future, benefiting millions of dairy farmers and consumers alike.

### **State Scenario**

Kerala, a state in the southwestern part of India, is renowned for its lush landscapes and vibrant agricultural practices. Among its various agricultural sectors, the dairy industry plays a crucial role in the state's economy and livelihoods. Despite facing numerous challenges, the dairy sector in Kerala has shown significant potential for growth and development. This essay explores the current scenario of the dairy industry in Kerala, including its strengths, challenges, and future prospects.

Kerala's dairy industry is characterized by small-scale operations, with most milk production coming from small and marginal farmers. The state has a high per capita consumption of milk and dairy products, driven by a strong cultural preference for milk as a staple in the diet. The Kerala Cooperative Milk Marketing Federation, known as Milma, plays a central role in the procurement, processing, and distribution of milk in the state. Milma's cooperative model has been successful in ensuring fair prices for farmers and providing quality dairy products to consumers.

Apart from Milma, several private players have also entered the dairy market in Kerala, contributing to increased competition and innovation. The People's Dairy Development Project (PDDP) in Kerala has made substantial contributions to the state's dairy sector by empowering farmers, enhancing milk production, and supporting community development. Despite facing challenges PDDP has significant potential for growth. By leveraging technological advancements, strengthening cooperatives, diversifying products, and promoting sustainable practices, PDDP can enhance its competitiveness and sustainability. With continued government support and active participation from all stakeholders, PDDP can continue to play a vital role in Kerala's dairy industry,

benefiting both producers and consumers. The state has a well-established network of milk collection centers, chilling plants, and processing units. This infrastructure supports the efficient handling of milk from production to distribution, ensuring freshness and quality.

### Challenges Facing the Dairy Industry

#### Low Productivity

One of the primary challenges facing the dairy industry in Kerala is low productivity per animal. The state's dairy farms are predominantly small-scale, with limited resources for advanced breeding, nutrition, and healthcare. Consequently, milk yield per cow or buffalo is lower compared to other leading dairy states in India.

#### High Production Costs

The cost of milk production in Kerala is relatively high due to factors such as expensive cattle feed, limited availability of green fodder, and high labor costs. This makes it challenging for local dairy farmers to compete with producers from other states where production costs are lower.

#### Climatic and Geographic Constraints

Kerala's humid tropical climate poses challenges for dairy farming, particularly in terms of maintaining cattle health and managing diseases. The state's geographic terrain, with its hilly regions and heavy rainfall, also complicates large-scale dairy farming and fodder cultivation.

#### Market Competition

The entry of private players has intensified competition in the dairy market. While this has led to improvements in product quality and variety, it has also put pressure on traditional cooperatives to enhance their efficiency.

### Future Prospects and Strategies

#### Technological Adoption

Adopting modern dairy farming techniques and technologies can help increase productivity and reduce production costs. Initiatives such as artificial insemination, improved cattle feed, and better healthcare practices can enhance milk yield and overall farm efficiency.

### Cooperative Strengthening

Strengthening the cooperative model by improving management practices, increasing transparency, and providing better training to farmers can help sustain the growth of the dairy sector. Cooperatives can also play a pivotal role in facilitating access to credit, insurance, and market information.

### Diversification and Value Addition

Diversifying dairy products and focusing on value addition can open new revenue streams for the dairy industry. Developing products such as cheese, yogurt, and flavored milk can cater to changing consumer preferences and boost profitability.

### Sustainable Practices

Promoting sustainable dairy farming practices, including organic farming and better waste management, can address environmental concerns and appeal to environmentally conscious consumers. Emphasizing the importance of sustainable practices can also attract government support and funding.

### Government Support and Policy

Continued government support in the form of subsidies, grants, and favorable policies is crucial for the growth of the dairy industry. Policies aimed at improving rural infrastructure, providing financial assistance for technological upgrades, and ensuring fair pricing can significantly benefit dairy farmers.

The dairy industry in Kerala, despite facing several challenges, holds substantial promise for growth and development. By focusing on increasing productivity, reducing production costs, adopting modern technologies, and strengthening cooperative structures, the state can enhance its dairy sector's competitiveness and sustainability. With continued support from the government and active participation from private players and cooperatives, Kerala's dairy industry can achieve significant progress, benefiting both producers and consumers.

With its unique subtleties formed by geographic, socioeconomic, and cultural elements, the dairy business is a global economic development and agricultural cornerstone. The industry operates across the globe, from developed nations with highly developed infrastructure to developing nations with a preponderance of traditional farming methods. India's industry demonstrates a combination of modernization initiatives to accommodate growing domestic demand and cooperative methods that benefit small-scale manufacturers. Kerala, on the other

hand, embraces dairy cooperatives in spite of its geographical limitations in order to serve a discriminating local market. The present discourse delves into an examination of these three contexts, accentuating their distinct obstacles, inputs, and growth paths.

The dairy industry is a vast and varied global sector that spans both industrialized and developing nations. The United States, nations in the European Union, Australia, and New Zealand are among the top producers. These countries boast sophisticated dairy farming techniques, vast milk processing infrastructure, and strong distribution systems. Improvements in breeding, milking, and processing technologies have raised standards of quality and output considerably. The increasing urbanization, dietary changes, and population expansion are the main causes of the global rise in dairy consumption. Issues including animal welfare, environmental sustainability, and market instability brought on by shifting dynamics of supply and demand are still relevant.

One of the biggest dairy industries in the world is found in India, where dairy farmers—small-scale producers—predominate. In particular, the sector is vital to small and marginal farmers' rural lives. Milk procurement, processing, and marketing have been transformed by cooperative methods, which were first introduced by Amul and other dairy cooperatives. Through strict regulatory frameworks, these cooperatives guarantee farmers receive fair prices and preserve the quality of their products. India's dairy industry has grown remarkably despite obstacles like poor logistics, misaligned infrastructure, and sporadic price swings. It supplies a large amount of the country's milk needs and makes a major contribution to employment and GDP in agriculture.

Kerala's dairy business functions within a distinct geographic and socioeconomic environment. Widespread dairy production in the state has difficulties due to its small size and dense population. Kerala, on the other hand, has a high milk consumption rate per person due to customary eating patterns. Local dairy cooperatives, such as Milma, have been essential in setting up the logistics of milk collection, distribution, and dairy farming. Due to the state's geographical limitations, these cooperatives offer fair rates to farmers and uphold quality standards, although their operating costs are nevertheless considerable. The dairy sector in Kerala is confronted with obstacles such limited land, rising production costs, and environmental issues. Despite this, it still supports thousands of small farmers and supplies a sizable amount of the state's milk needs.

Each of the dairy industries—global, Indian, and Kerala—has distinct qualities that are influenced by socioeconomic, regional, and cultural variables. While multinational dairy corporations use technology to increase productivity and scale, Kerala and India place a strong emphasis on cooperative arrangements to support small farmers and guarantee local supply security. These sectors continue to be essential for food security, economic stability, and rural lives despite obstacles like environmental sustainability and market volatility.

## **1.8 Company profile**

PEOPLES' DAIRY DEVELOPMENT PROJECT (PDDP) is a Charitable Society under the Travancore Cochin Literary Scientific and Charitable Societies Registrations Act of 1955. The Society was registered in 1983. It is an ISO Certified Dairy. It began with one village with 60 liters of milk per day, nothing but a trickle compared to them good it has become today. Today PDDP collects, processes and distributes nearly 1 lakh litres of milk and milk products per day on behalf of more than 200 societies owned by around 30-thousand-member farmers. Fr. Joseph Muttumana, was the Founder Chairman of PDDP. In 1973, PEOPLES' DAIRY DEVELOPMENT PROJECT, became the first dairy development project in Kerala.

During this period, PDDP has flourished to different parts of the central districts of Kerala like Ernakulam, Thrissur, Kottayam, Alappuzha etc., and also grown from 10 members to 30,000 farmers. Throughout the journey, PDDPCS has ensured social justice, that the farmers or stakeholders are not discriminated on the basis of caste, color, creed or any other social status. Now the PDDPCS is run by the board members elected from the farmers among the different societies run by PDDPCS across central Kerala and the director board of PDDPCS is headed by the priests of Ernakulam-Angamaly Arch Diocese. His Eminence Arch Bishop of Ernakulam-Angamaly Arch Diocese is the patron of PDDPCS.

- ✓ In 1987, a chilling plant was established.
- ✓ In 1988, a three storied building was constructed.
- ✓ In 1991, a pasteurisation plant was started.
- ✓ In 1996, another pasteurisation plant was constructed in Perambra, near chalakudy.

Later PDDPCS have established a plant with more processing capacity and state-of-the-art facility. PDDPCS extend its product range to by manufacturing ice creams (Peoples' Ice cream), Ghee, Butter and other dairy products. Presently around 200 workers are employed in our plant and about 600 people are working in 160 societies. More than 30000 farmers are enlisted with PPDP and they get the benefit from this organization.

Today PDDP procures about 45000 liters of milk and distribute in the central part of Kerala. PDDPCS also run as many as 21 service schemes for the benefit of the farmers like veterinary services, free insurance coverage for the existing members, Ramzan, Onam and Christmas Kit distribution among members, felicitation and consolation prize for the most contributing member, calf rearing program, financial aid for buying veterinary medicines, financial aid for availing bank loans for buying cattle, education award for the children of existing member, aid for the dependent of deceased member, pension scheme to the members of the society etc are some of them.

To give veterinary service to the farmers, the society runs 7 veterinary hospitals and 16 Live Stock Assistants goes to houses of the farmers to give their services. The PDDPCS is managing and running all these services without any support or aid from the State or central Government or any of the Government machineries.

### Mission

An organization's mission statement summarizes its core values and purpose. It briefly outlines the organization's goals, the people it hopes to assist, and the ways it hopes to change the world. The organization's objectives are made clear in this statement, which also directs its operational priorities and strategic choices. It acts as a beacon, guiding stakeholders' and employees' efforts toward a shared vision and emulating the fundamental beliefs and values that guide the organization's operations and influence its industry or community.

### Mission of PDDP

PDDP Central Society is committed to achieve continual improvement in the procurement, processing and marketing of quality milk and milk products in harmony with our customer's needs and regulatory requirement through the involvement of dedicated and trained employees.



## Vision

An organization's vision serves as a compass for its operations and development, capturing its aspirational aims and future course. It describes the organization's long-term goals, which frequently mirror its basic principles and objectives. By providing a clear image of the influence the organization hopes to make in its community or sector, a compelling vision motivates stakeholders. It acts as a motivating factor, directing tactics and efforts toward a shared objective, encouraging creativity, and directing decision-making procedures to bring about a desired future state. In the end, a strong vision statement inspires people of the organization to pursue excellence and long-term success while also outlining the organization's future course.

## Vision of PDDP

Best quality milk for better health and living

## Products of PDDP

- Tea special Milk:

PDDP gets the hygienic fresh liquid milk in the best pasteurized kerala. PDDP ensures quality package to make the best available to our customers. Its consumption leads to an improvement in the health and happiness of individuals and families. This milk is especially used to made or make tea. It is a powerhouse of nutrition and has all the vitamins, minerals, calcium to keep you healthy.

- Ice Cream:

At PDDP ice creams are made with utmost care and stringent hygienic standards to ensure food safety. Ice cream is a frozen dairy product made by suitable blending and processing of cream and other milk product together with the addition of flavor and sugar using stabilizer or color and with the incorporation of air during the freezing process.

- Curd:

Curd contains more calcium and protein per serving than other dairy product. Curd is coagulated product obtained from the pasteurized toned milk by lactic acid fermentation through the action of lactic cultures.

- Peda:

At PDDP make sure to produce healthy and sweet Peda that assures hygiene.

- Paneer:

PDDP ensures to provide the most convenient form of pure and hygienic paneer for the customers. Paneer is a fresh acid set cheese common in Indian subcontinent made from cow or buffalo milk.

- Ghee:

The best pure desi ghee of PDDP is a good source of energy with fat soluble Vitamins

- Butter:

PDDP produce the best and purest dairy butter made by churning fresh or fermented cream or milk.

- Lassi:

Lassi is a sweetened, flavored, fermented milk product consumed by large sections of the population throughout the country. It is an excellent refreshing beverage for quenching thirst. There is a large variation in the quality characteristics of lassi sold in different parts of the country. In rural India, lassi is also known as butter milk. Lassi is creamy viscous fluid with rich aroma and mildly acidic in taste.

The People's Dairy Development Project (PDDP) is a notable initiative aimed at transforming the dairy sector by promoting sustainable development practices, enhancing milk production, and improving the livelihoods of dairy farmers.

In other words, we can conclude that The People's Dairy Development Project stands as a significant initiative aimed at transforming the dairy sector. By focusing on sustainable practices, capacity building, and market access, the project not only boosts milk production but also enhances the overall well-being of dairy farming communities. Continuous support, effective implementation, and addressing challenges are crucial for the long-term success and sustainability of the project. The organization has seen numerous success stories where communities have transformed their dairy farming practices, leading to substantial improvements in productivity and livelihoods.

In conclusion, the influence of employee engagement on turnover intention is a critical area of focus for organizations seeking to retain talent and maintain a stable, productive workforce. Extensive research indicates a strong inverse relationship between

employee engagement and turnover intention, highlighting that higher levels of engagement significantly reduce the likelihood of employees leaving the organization. Organizations aiming to reduce turnover should focus on strategies that enhance employee engagement, such as fostering open communication, providing career development opportunities, and recognizing employee contributions. By prioritizing engagement, organizations can build a committed, motivated workforce and minimize the costs and disruptions associated with high turnover rates.

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.

## **SWOT ANALYSIS**

SWOT analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or business venture. It provides a structured approach to assessing both the internal factors and external factors that can impact the success of an organization or initiative.

Strengths refer to the advantageous attributes or capabilities within an organization, such as a strong brand reputation, skilled workforce, or unique product feature. Identifying strengths helps organizations leverage their competitive advantages. Weakness are internal factors that may hinder the organization's performance or competitiveness. These could include operational inefficiencies, limited resources, or outdated technology. Recognizing weaknesses is crucial for addressing areas needing improvement.

Opportunities are external factors in the environment that could benefit the organization. These may arise from market trends, technological advancements, or changes in regulatory policies. Capitalizing on opportunities allows organizations to grow and expand.

Threats are external factors that could potentially harm the organization's performance. These might include competitive pressures, economic downturns, or shifting consumer preferences. Understanding threats enables organizations to develop contingency plans and mitigate risks.

By conducting a SWOT analysis, organizations can gain valuable insights into their current position and make informed decisions about future strategies. It serves as a foundation for strategic planning, helping businesses align their resources and capabilities with market opportunities while minimizing potential risks.

### **Strength**

- Nature of the business
- Employee relationship and collaboration
- Experienced employees

### **Weakness**

- Lack of marketing and marketing strategies
- The distribution of products might be limited to a few areas which might prevent from reaching it from new markets

### **Opportunities**

- Adopting new promotional strategies to expand the business

### **Threats**

- Competitors are increasing day by day
- The major threat that company faces in the future will be the tight competition from the competitors
- Interest in dairy farming is decreasing day by day

The business's strength primarily stems from the type of operations carry out, which are most likely dairy farming or other related agricultural pursuits. The products of dairy farming are often in high demand on the market because they are necessary foods. When compared to other industries, this offers a steady source of revenue that is frequently less vulnerable to downturns in the economy. Additionally, make a good point with emphasis on employee relationships and teamwork. A motivated and cohesive staff increases output, improves operational effectiveness, and creates a

happier workplace. Better overall corporate performance, fewer training expenses, and lower turnover rates can result from this. Experienced staff members also add knowledge and dependability to business, guaranteeing a constant level of product quality and effective day-to-day task administration. Together, these advantages place company effectively in the agriculture sector, offering a strong basis for expansion and durability.

Notwithstanding these advantages, organization has a number of disadvantages that can prevent it from developing further and reaching new markets. A significant shortcoming is the absence of effective marketing plans. Developing a strong brand, drawing in new clients, and keeping hold of current ones all depend on effective marketing. Organization can find it difficult to stand out from the competition and realize its full potential in the market without sufficient marketing efforts. The restricted product distribution further hinders potential to grow geographically or into new markets. This restriction may keep from taking advantage of revenue-generating opportunities and expanding into new client segments. Overcoming these obstacles and seizing development possibilities will depend on strategically planning, investing in marketing campaigns, and establishing distribution channels to address these limitations.

Besides the difficulties, there are a number of chances that could really help company. Using innovative promotional techniques to broaden market reach and boost brand awareness is one noteworthy potential. This can entail making use of online advertising and social media platforms as well as other digital marketing methods to reach a larger audience and draw in new clients. Putting into practice successful marketing strategies can help set your products apart from those of your rivals and increase demand in both existing and new markets. Additionally, there can be chances to add value-added products to lineup or expand product offerings to meet shifting consumer trends and preferences. By properly pursuing these prospects, you may set up your company for long-term success and profitable growth in the cutthroat agricultural sector.

Organization has possibilities and natural strengths, but it also faces challenges that could affect its competitiveness and long-term existence. The growing number of rivals in the dairy farming sector is one major danger. Competition increases as more firms

enter the market, which puts pressure on prices, lowers profit margins, and raises client acquisition expenses. In order to stay in the market, your company must constantly innovate, set itself apart from the competition, and uphold high standards for both product quality and customer service. Changes in dietary habits or a decline in consumer interest in dairy production pose a serious threat. This pattern may lessen consumer demand for dairy products, which would have an impact on revenue streams and sales volumes. It will be crucial to proactively address these dangers through market research, strategic planning, and consumer trend adaptation in order to reduce risks and guarantee the resilience of your company in a changing competitive environment.

In conclusion, organization can profit from the steady demand and operational efficiency that come with dairy farming, but in order to take advantage of expansion potential, it needs to strengthen areas like its limited marketing tactics and distribution capabilities. Through the implementation of novel promotional strategies, management of competition dynamics, and adjustment to changing customer inclinations, your enterprise can augment its market standing and attain enduring prosperity in the agricultural sector.

## **Conclusion**

The significance of employee engagement in defining retention strategies inside firms is demonstrated by its tremendous impact on both employee well-being and company success. Studies regularly highlight the fact that motivated workers are more likely to stick with their companies, which promotes consistency and stability in the dynamics of the workforce. Engagement is more than just being happy at work; it's also about having a strong emotional bond with the mission, values, and culture of the organization. Employees are more creative and productive, which improves organizational performance, when they feel appreciated, respected, and motivated. In addition to improving employee morale, successful engagement programs—like open lines of communication, chances for skill development, meaningful recognition, and a nurturing work environment—also fortify commitment and loyalty.

**CHAPTER II**  
**REVIEW OF LITERATURE**



## 2.1 REVIEW OF LITERATURE

A **literature review** is a comprehensive examination of existing academic literature related to a specific topic. It involves summarizing published works, theories, and concepts while also highlighting gaps and offering critical reflections. The purpose of a literature review introduction is to orient the reader and clarify what they can expect.

Review of literature is the most important aspect in any research work. It is a measure stating the recent output on a particular area of research and organized in a helpful sequence to strengthen the present research techniques.

The main objective of the review of literature is to understand the research activities that have taken place in a particular discipline in general and in the area of research in particular. Thus, the review covers studies made at international and national level relating to employee engagement on employee retention.

A review of the literature is an academic synopsis and critical evaluation of previous studies on a particular subject. It highlights significant discoveries, research techniques, and theoretical frameworks to give readers a thorough grasp of the state of the field. The literature review places the subject in the larger context of the discipline by pointing out patterns, gaps, and areas that require more research. It lays the groundwork for future research by combining and analyzing several studies and showing how the planned study will build upon and supplement previous research. A well-written literature review also helps to frame a study's theoretical framework, direct methodological decisions, and improve research questions. It is a crucial part of academic writing because it provides a logical story that links previous studies with ongoing investigations.

**C.Balakrishnan Dr.D.Masthan Dr.V.Chandra (2013)<sup>1</sup>** on their study on the topic Employee Retention Through Employee Engagement - A Study At An Indian International Airport explains Employee retention rates are a direct result of employee engagement, which fosters psychological attachment and commitment. The level of engagement in employees can be enhanced by identifying its influential factors and work on them.

**Rommel Pilapil Sergio & Maria Rylova (2018)<sup>2</sup>** on their journal “employee engagement and empowerment as gateway towards retention: the case of Volkswagen Group” illustrates how employee engagement and empowerment are thought to be essential tools for improving retention in any kind of business. This study employed a qualitative-descriptive design, gathering data from secondary sources. The research focused on the Volkswagen Group, with conclusions drawn about the company's staff retention rates and range of programs. It also shows that the two factors of employee empowerment and engagement make staff retention achievable. Employee engagement and empowerment have been shown to play a big part in keeping employees around. Additionally, empowerment and participation foster an environment that is more creative and open, expedite decision-making, and above all create corporate dedication and loyalty.

**Pareek Anita, Mohanty S.S, Mangaraj Sujatha (2019)<sup>3</sup>** on his article systematic review on employee engagement and its impact on employee retention. This paper's major goal is to increase readers' conjecture in the areas of employee retention and engagement. The emphasis is on how the former affects the latter, where both play a significant role in the development of human resources. Additionally, the goal of this article is to examine and offer a thorough understanding of the field of employee engagement, particularly as a tool for keeping workers in today's firms.

In order to shed light on employee engagement patterns, this report aims to the driving forces behind employee engagement and retention in modern organizations are covered in this article. Employee engagement's impact on an organization's performance. Drivers of employee engagement and retention. The effect of employee engagement on employee retention. Enhancing strategies for employee engagement and retention. The outcomes of this study are based on 13 scholarly articles, and are relevant to the area of study only. Thus, articles have been examined in accordance to the selected domain of the study only.

**Li Sun & Chanchai Bunchapattanasadka (2019)<sup>4</sup>** on their journal “Employee Engagement: a literature review” published in “international journal of human resource studies” explained that Employee engagement is an important issue in management

theory and practice. Employee engagement is found to have a positive relationship with individual performance and organizational performance.

**Sangitha Gorde (2019)<sup>5</sup>** on her research topic “A study of employee retention reveals that Employee Retention is a challenging concern of the organization. The organization's greatest asset is its workforce. Through a variety of employee engagement initiatives, management should address employee satisfaction in order to keep talented and dedicated workers in the company. The goal of this study is to demonstrate the importance of employee retention in the modern workplace and the potential consequences for both the company and the industry if businesses fail to recognize this need and take prompt action.

**Dr. Pankaj M Madhani (2020)<sup>6</sup>** on his article “Effective rewards and recognition Strategy: Enhancing employee engagement, customer retention and company performance” reveals that Organizations across the world seek to retain their talent. The loss of an employee has been proven to cause exorbitant costs in the recruitment, selection and training of a replacement-costs amounting to a full year's compensation or more. Moreover, an organization's workforce is among its most precious resources. Skilled and competent employees-and thus their retention-are acknowledged as being imperative for business success. Rewards and recognition are important resources that can motivate employees to accomplish organizational goals and play a key role in employee retention. To guarantee not only the retention of, but also optimum performance from, its employees, an organization must offer a range of diverse means of rewarding its employees. Employee engagement not only promotes retention but enhances customer satisfaction, customer loyalty, company reputation and overall stakeholder value. Engagement is found to correlate with positive organizational outcomes such as lower absenteeism, lower turnover intention, lesser costs and higher growth.

**Tehseena Ashraf & Danish Ahmed Siddiqui (2020)<sup>7</sup>** explains that Employee engagement and retention is a promising area in management as well as psychology on their study “The impact of employee engagement on employee retention: The role of psychological capital at work, general well- being and job satisfaction.” The purpose

of this paper is to examine the effects of employee engagement on their retention. And the study reveals that the employee engagement with control at work and general wellbeing through psychological capital and authors extended this model by linking control at work and general wellbeing to employee retention.

**Archana Yadav (2020)**<sup>8</sup> on her article “Employee retention and Employee engagement” explains that the relationship between high employee engagement and employee retention. The study was conducted in October 2018, on NTPC Ltd. which is the largest power plant in India. Extrinsic motivational techniques were taken into consideration in assessing employee engagement of middle-level executives at NTPC Ltd. Employees were found to be highly engaged at NTPC Ltd. with the lowest attrition rate. It also found out that NTPC is a leader not only in the power industry, but also in the market due to its robust human resource practices.

**Dorothea I.Kossyva, Therious N Georgios, Vassilios Aggelidis, Lazaros Saringianidis(2021)**<sup>9</sup> on her study examines that talent retention in the Information and Communication Technology sector by focusing on the relationships between human resource management, knowledge management, change management and employee engagement. In this respect, a conceptual framework is proposed to understand the relationships between these constructs. In order to foster employee engagement in knowledge-intensive industries like ICT, the proposed framework emphasizes the significance of putting specialized talent retention policies into place.

**Edwinah Amah (2022)**<sup>10</sup> on his study Employee engagement and talent retention: A review examines that the influence of employee engagement on talent retention. Other specific objective is to determine the influence of cognitive engagement on employee competence, to determine the influence of emotional engagement on employee satisfaction and to determine the influence of behavioural engagement on employee turnover rate.

**Bhavesh Joshi(2023)**<sup>11</sup> on his article “Organizational environment and employee retention: an examination based on bibliometric analysis” reveals that the organization with handful of talented resources always has a constant concern of keeping their

employee while making their stay satisfactory in the employment. The intention of employee to stay and leave an organization decides the stability factor of the organization and contributes in organization growth

## **2.2 Theoretical framework**

A theoretical framework is a critical and foundational element in academic research that provides the underpinning structure for the entire study. It comprises a collection of interrelated theories, concepts, and principles that collectively inform and guide the research process, from the formulation of research questions to the interpretation of findings. By establishing a theoretical framework, researchers can contextualize their study within the existing body of knowledge, allowing them to build on previous research, identify gaps, and contribute new insights to their field. This framework acts as a conceptual lens through which the research problem is examined, ensuring that the study is grounded in established scholarly work and that its findings are theoretically sound.

The theoretical framework serves several essential purposes. Firstly, it helps to clarify the research problem by providing a clear and coherent context. This is achieved by linking the research questions to existing theories and concepts, thereby situating the study within a broader academic discourse. This contextualization not only enhances the relevance and significance of the research but also helps to justify the study's objectives and hypotheses. By anchoring the research in established theories, the framework ensures that the study is not conducted in isolation but is instead part of a continuum of scholarly inquiry.

Secondly, the theoretical framework guides the development of the research design and methodology. By outlining the key concepts and their relationships, the framework helps researchers to operationalize these concepts into measurable variables. This operationalization is crucial for the selection of appropriate data collection methods and analytical techniques. For instance, if a study is grounded in social cognitive theory, the researcher might focus on variables such as self-efficacy, observational learning, and behavioural intentions, and choose methods that can accurately capture these constructs, such as surveys, experiments, or observational studies. Thus, the theoretical framework ensures that the research design is logically coherent and methodologically rigorous.

Moreover, the theoretical framework plays a pivotal role in the analysis and interpretation of research findings. It provides a set of criteria and benchmarks against which the results can be evaluated. By comparing the empirical findings with the theoretical expectations, researchers can assess the extent to which their results support or challenge existing theories. This process not only facilitates a deeper understanding of the research problem but also contributes to theory development and refinement. When discrepancies between theoretical predictions and empirical findings are identified, they can prompt further investigation and lead to the evolution of new theories or the modification of existing ones.

In developing a theoretical framework, researchers typically begin with a comprehensive literature review. This involves systematically searching for and synthesizing relevant scholarly work to identify the most pertinent theories and concepts related to the research problem. The literature review serves as a foundation for constructing the theoretical framework by highlighting key theoretical perspectives, identifying gaps in the current knowledge, and uncovering potential areas for further investigation. Through this process, researchers can ensure that their framework is well-informed and that it accurately reflects the current state of knowledge in their field.

The theoretical framework often includes a detailed explanation of the chosen theories and concepts, as well as a discussion of how they are interconnected. This explanation should be explicit and precise, outlining the assumptions, propositions, and hypotheses that underlie the framework. Additionally, the framework should address the relationships between the key variables, explaining how and why they are expected to interact. For example, in a study on organizational behaviour, the theoretical framework might draw on leadership theories, motivation theories, and organizational culture concepts to explore how different leadership styles influence employee motivation and organizational performance.

Furthermore, the theoretical framework should also consider the broader context in which the study is situated. This includes acknowledging any relevant social, cultural, economic, or political factors that may influence the research problem and its theoretical underpinnings. By situating the study within its broader context, the framework enhances the external validity and applicability of the research findings. It also allows for a more nuanced and comprehensive understanding of the research

problem, taking into account the complexity and multifaceted nature of real-world phenomena.

One of the critical challenges in developing a theoretical framework is ensuring that it is both comprehensive and focused. While it is important to draw on a wide range of relevant theories and concepts, the framework should not become overly broad or diffuse. Instead, it should maintain a clear focus on the specific research problem and the key variables of interest. This requires careful selection and synthesis of the most relevant and robust theoretical perspectives, as well as a clear articulation of how these perspectives inform the research questions and objectives.

In conclusion, the theoretical framework is an indispensable component of academic research that provides a structured and coherent foundation for the entire study. It situates the research within the broader academic discourse, guiding the development of research questions, methodology, and analysis. By grounding the study in established theories and concepts, the framework ensures the research is theoretically sound and methodologically rigorous. Through a comprehensive literature review and careful synthesis of relevant theories, researchers can construct a robust theoretical framework that enhances the significance, relevance, and impact of their study. Ultimately, a well-developed theoretical framework not only facilitates a deeper understanding of the research problem but also contributes to the advancement of knowledge in the field.

### **Job Characteristics Model**

The Job Characteristics Model (JCM), formulated by Richard Hackman and Greg Oldham, is a well-regarded framework in organizational psychology that elucidates how specific job features can foster high levels of employee motivation, satisfaction, and engagement. **Autonomy** refers to the degree of freedom, independence, and discretion employees have in scheduling their work and determining how to carry it out. High levels of autonomy empower employees, fostering a sense of responsibility and ownership over their work, which can lead to greater motivation and job satisfaction. **Feedback** is the extent to which carrying out work activities provides direct and clear information about the effectiveness of performance. When employees receive regular and constructive feedback, they can understand how well they are performing and where they need to improve, which can enhance their sense of competence and motivation.

The JCM suggests that these core job characteristics influence three critical psychological states: experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of the actual results of work activities. When these psychological states are positively impacted, employees are more likely to experience high internal work motivation, job satisfaction, and improved performance. Consequently, they are less likely to consider leaving their jobs because they find their work inherently rewarding and meaningful. By leveraging the principles of the Job Characteristics Model, organizations can design and enrich jobs in ways that maximize employee engagement and minimize turnover. This might involve redesigning jobs to increase skill variety, providing employees with more autonomy, ensuring that tasks have clear significance, and implementing robust feedback mechanisms. Such strategic job design can create a more motivated, satisfied, and committed workforce, ultimately benefiting both the employees and the organization.

### **Social Exchange Theory**

Social Exchange theory a cornerstone in understanding organizational behaviour developed by Homans, Blau, and Emerson were the key theorists who developed the original theories of social exchange., suggests that the relationship between employees and their organizations is fundamentally based on a system of reciprocal exchanges. These exchanges encompass both tangible resources, like salary, benefits, and job security, and intangible resources, such as recognition, respect, and career development opportunities. According to this theory, employees engage in a continuous evaluation of the balance between what they contribute to their organization and what they receive in return.

When employees perceive that the exchange is fair and equitable, they are more likely to feel valued and appreciated, leading to higher levels of engagement. For instance, an employee who receives appropriate compensation, professional growth opportunities, and regular acknowledgment for their contributions is likely to reciprocate with loyalty, increased effort, and commitment to the organization's goals. This reciprocal relationship fosters a positive work environment where mutual trust and respect thrive.

Conversely, if employees perceive an imbalance—where their contributions significantly outweigh the rewards—they may feel undervalued and dissatisfied. This



perceived inequity can lead to reduced motivation, disengagement, and an increased likelihood of turnover. For example, if an employee consistently performs well but receives little recognition or opportunity for advancement, they may start to feel resentful and look for other job opportunities where their efforts are better rewarded. Organizations that understand and apply Social Exchange Theory focus on creating a supportive and rewarding work environment. They ensure that employees' contributions are met with appropriate rewards and recognition, fostering a sense of fairness and balance. This approach not only enhances employee engagement but also builds a foundation for long-term loyalty and retention.

Moreover, fostering positive social exchanges involves more than just financial rewards. It includes creating a culture of appreciation, providing meaningful work, offering professional development, and ensuring that employees feel heard and respected. By prioritizing these aspects, organizations can strengthen the psychological contract with their employees, leading to sustained engagement and a lower intention to leave. Ultimately, Social Exchange Theory underscores the importance of a balanced and reciprocal relationship in achieving a motivated and committed workforce.

### **The Motivation-Hygiene Theory**

The Motivation-Hygiene Theory, also known as the Two-Factor Theory, was developed by Frederick Herzberg in the 1950s. This theory revolutionized the field of workplace psychology by proposing that job satisfaction and job dissatisfaction are influenced by two distinct sets of factors. Herzberg's research involved interviewing employees to identify what made them feel exceptionally good or bad about their work. His findings led to the conclusion that the factors contributing to job satisfaction (motivators) are different from those causing job dissatisfaction (hygiene factors). This theory has profound implications for understanding employee motivation and designing effective workplace environments.

Herzberg's Motivation-Hygiene Theory posits that job satisfaction and dissatisfaction are not on a single continuum but rather on two separate continuums. One set of factors, known as motivators, relates to the intrinsic aspects of the job. These factors include achievement, recognition, the work itself, responsibility, advancement, and growth. When these motivators are present and effectively addressed, they lead to increased job

satisfaction and motivation. On the other hand, the absence of motivators does not necessarily cause dissatisfaction but rather a lack of satisfaction or neutrality.

Conversely, hygiene factors are extrinsic to the job and include aspects such as company policies, supervision, salary, interpersonal relations, and working conditions. These factors do not motivate employees when present, but their absence or inadequacy can lead to job dissatisfaction. Essentially, good hygiene factors do not create a highly motivated workforce, but poor hygiene factors can demotivate employees. Therefore, addressing hygiene factors can prevent dissatisfaction but cannot alone drive job satisfaction and motivation.

To understand the impact of the Motivation-Hygiene Theory, it is crucial to delve deeper into the nature of motivators. Achievement, as a motivator, refers to the sense of accomplishment employees feel when they successfully complete a task or meet a goal. Recognition involves acknowledging and rewarding employees' efforts and successes, which reinforces their self-esteem and drives further effort. The work itself is another significant motivator, emphasizing the importance of engaging and meaningful tasks that align with employees' skills and interests. Responsibility involves giving employees ownership of their tasks and the autonomy to make decisions, fostering a sense of trust and empowerment. Advancement and growth refer to opportunities for career progression and personal development, which are critical for long-term engagement and satisfaction.

In practical terms, organizations can leverage motivators by designing jobs that provide meaningful and challenging work, recognizing and rewarding achievements, offering opportunities for career advancement, and granting employees greater responsibility and autonomy. For instance, job enrichment, which involves enhancing a job by adding more meaningful tasks and giving employees more control over their work, can effectively utilize motivators to increase job satisfaction and motivation. By focusing on motivators, organizations can foster a more engaged and productive workforce.

Hygiene factors, though not direct motivators, play a critical role in maintaining a baseline level of employee satisfaction and preventing dissatisfaction. Company policies should be fair and transparent, ensuring that employees feel treated equitably. Effective supervision is essential for providing guidance and support without micromanaging, allowing employees to perform their tasks efficiently. Competitive salaries and benefits are necessary to meet employees' financial needs and reduce

turnover. Positive interpersonal relations among colleagues and supervisors create a supportive and collaborative work environment. Additionally, safe and comfortable working conditions are fundamental to employees' physical and mental well-being.

Addressing hygiene factors involves ensuring that basic needs and expectations are met. For example, organizations should regularly review and update their policies to reflect current best practices and ensure fairness. Supervisors should be trained in effective management techniques that balance support and autonomy. Compensation packages should be competitive and regularly reviewed to reflect market standards. Building a positive workplace culture where employees feel valued and respected can significantly reduce dissatisfaction. Ensuring a safe and healthy work environment through ergonomic workspaces and access to wellness programs is also essential.

One of the significant contributions of the Motivation-Hygiene Theory is its distinction between intrinsic and extrinsic factors, which has influenced how organizations approach employee motivation. By understanding that improving hygiene factors alone will not lead to high motivation and job satisfaction, managers can focus on enhancing motivators to create a more engaged and motivated workforce. This understanding helps in the design of interventions and policies that address both sets of factors effectively.

For instance, a company might introduce flexible work arrangements to improve work-life balance, addressing a key hygiene factor. Simultaneously, it could implement a recognition program to acknowledge and reward employee achievements, tapping into a crucial motivator. By balancing these approaches, organizations can create a more holistic strategy for employee engagement and retention.

Critics of the Motivation-Hygiene Theory argue that it oversimplifies the complexities of job satisfaction and motivation. They suggest that factors such as personality traits and individual differences can influence how employees perceive motivators and hygiene factors. Moreover, some researchers have questioned the validity of Herzberg's methodology and the generalizability of his findings across different industries and cultures. Despite these criticisms, the theory remains influential and provides a useful framework for understanding workplace motivation.

Modern applications of the Motivation-Hygiene Theory often integrate it with other motivational theories to address its limitations. For example, organizations might combine Herzberg's insights with the Job Characteristics Model, which identifies

specific job dimensions that can enhance intrinsic motivation. By doing so, they can design jobs that are not only free of dissatisfaction but also rich in motivating elements. In conclusion, the Motivation-Hygiene Theory offers valuable insights into the dual nature of job satisfaction and motivation. By distinguishing between motivators and hygiene factors, Herzberg's theory provides a framework for understanding how different aspects of the work environment influence employee attitudes and behaviours. Organizations can apply this theory to design more effective motivational strategies, ensuring that hygiene factors are adequately addressed to prevent dissatisfaction while actively enhancing motivators to drive job satisfaction and engagement. Despite its limitations and criticisms, the Two-Factor Theory remains a foundational concept in organizational psychology and human resource management, guiding how companies approach employee motivation and retention.

**CHAPTER III**  
**DATA ANALYSIS AND INTERPRETATION**

## **Data analysis and interpretation**

Data analysis and interpretation are integral phases of the research process, encompassing the systematic examination of data to uncover meaningful patterns, relationships, and insights, followed by making sense of these findings within the context of the research objectives. Data analysis involves applying various statistical, computational, and qualitative techniques to raw data to transform it into a structured format that can be easily understood and utilized. This stage is critical for validating hypotheses, identifying trends, and drawing conclusions. It requires meticulous planning, appropriate methodological choices, and rigorous execution to ensure the reliability and validity of the results.

The interpretation of data is the process of making sense of the results obtained from the analysis. It involves contextualizing the findings within the theoretical framework and the research questions posed at the beginning of the study. Interpretation is not merely about describing the results but also about understanding their implications, significance, and potential impact. This phase requires a deep engagement with the data, as researchers must discern what the results mean in relation to the existing body of knowledge and how they advance understanding in the field.

In conclusion, data analysis and interpretation are critical components of the research process that transform raw data into meaningful and actionable insights. Through meticulous preparation, appropriate methodological choices, and rigorous application of analytical techniques, researchers can uncover patterns, test hypotheses, and contribute to the body of knowledge in their field. Interpretation adds depth and context to these findings, linking them back to the theoretical framework and broader academic discourse. Together, these processes ensure that research is robust, credible, and impactful, ultimately advancing understanding and informing practice in various domains.

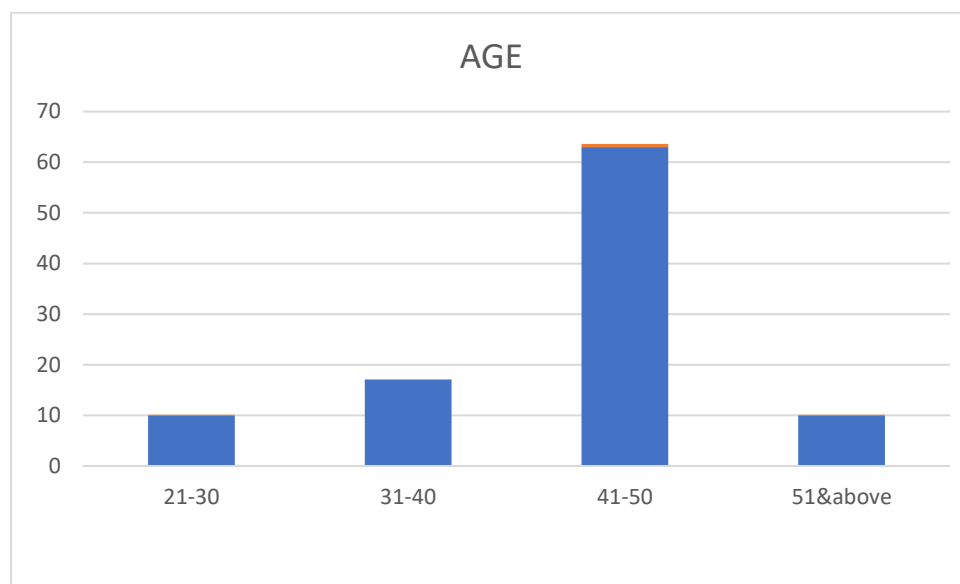
### 3.1 Age of the Respondent

**Table 3.1** table shows that the age of the respondents

Age	frequency	percentage
21-30	10	10%
31-40	17	17%
41-50	63	63%
51&above	10	10%
<b>Total</b>	100	100%

(source : Primary data)

**Figure 3.1** figure shows that the age of the respondents



**Interpretation:** This distribution shows that the most common age group in the sample is 41-50 years, comprising more than half of the total sample, while the other age groups are relatively smaller. The younger and older age groups are less represented each constituting only 10% of the sample. On other hand, individuals aged 31-40 years form a moderate part of the sample, at 17%. It means at PDDP most of the people working are (41-50) aged people.

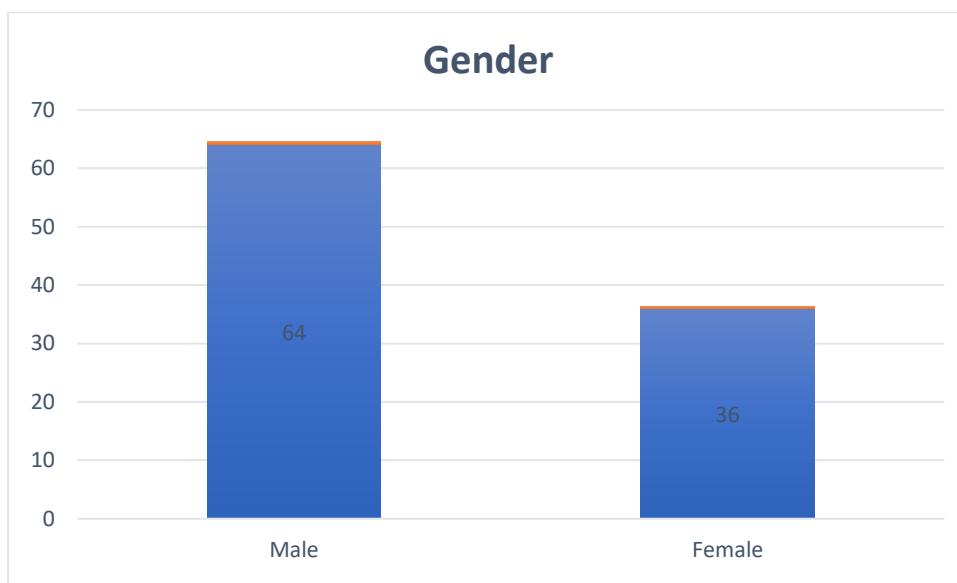
## 3.2 Gender of the Respondent

**Table 3.2** table shows that the Gender of the respondents

Gender	frequency	percentage
Male	64	64%
Female	36	36%
Total	100	100%

(source : Primary data)

**Figure 3.2** figure shows that the Gender of the respondents



**Interpretation:** The distribution clearly shows that only 36% of respondents are female compared to male. On other hand male respondents are 64%. It indicates a gender imbalance in the sample, with a significant majority of participants being male. females form a smaller portion of the sample compared to males



### 3.3 Experience of the Respondent

**Table 3.3** table shows that the Experience of the respondents

Experience	Frequency	percentage
1-5 years	12	12%
6-10 years	12	12%
11-15 years	61	61%
16-20 years	12	12%
21& above	3	3%
Total	100	100%

(source : Primary data)

**Figure 3.3** figure shows that the Experience of the respondents



**Interpretation:** The distribution of work experience shows that, largest group consists of individuals with 11-15 years of experience, comprising 61% of the sample. This suggests that a significant portion of the sample is in the mid-career stage, which could indicate a focus on experienced professionals. On other hand, The category of individuals with 1-5 years of experience and 6-10 years forms 20% of the sample. These individuals are relatively new to their professions, and mid to late career stages. Finally, the group with over 21 years of experience is the smallest, making up only 3% of the sample. This shows that the sample has more professionals with extensive experience

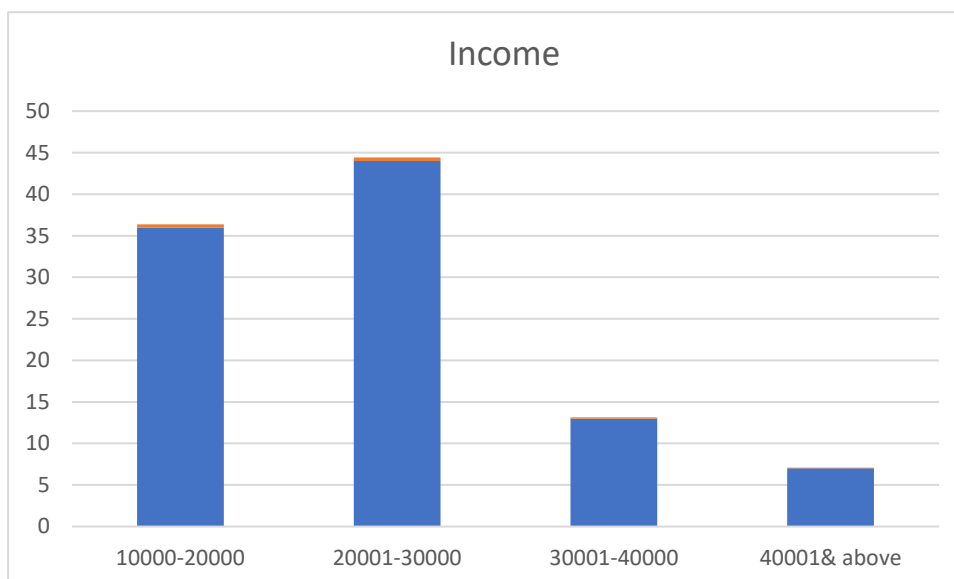
### 3.4 Income of the Respondent

Table 3.4 table shows that the Income of the respondents

Income	frequency	percentage
10000-20000	36	36
20001-30000	44	44
30001-40000	13	13
40001& above	7	7
Total	100	100

(source : Primary data)

Figure 3.4 figure shows that the Income of the respondents



**Interpretation:** The majority of the sample earns between 10,000 and 30000 with 80% of individuals falling into these lower income groups. There is a notable in frequency for incomes between 30001 and 40000, with only 7% of the sample in the range. Only 6% of respondents are receiving the higher income between 40001-50000.

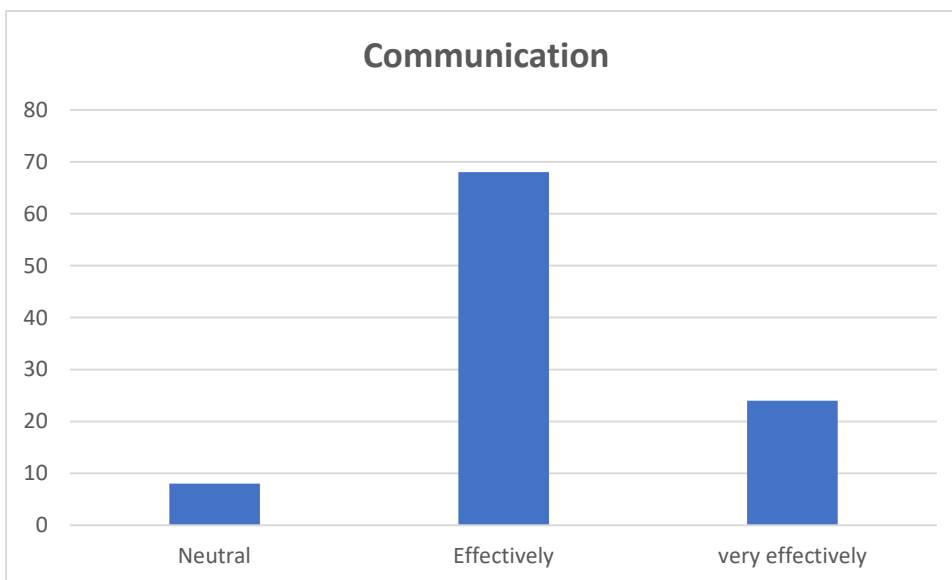
### 3.5 COMMUNICATION

**Table 3.5** table shows that the effectiveness of leader's communication with employees

Communication	Frequency	percentage
very Ineffectively	0	0
Ineffectively	0	0
Neutral	8	24
Effectively	68	68
very effectively	24	24
Total	100	100

(source : Primary data)

**Figure 3. 5** Figure shows that the effectiveness of leaders communication with employees



**Interpretation:** The distribution shows that 68% of respondents are rated communication as effectively. while on other hand 24% respondents rated communication as very effectively. A smaller segment (8%) feels neutral about the effectiveness of communication. The data suggests that leaders are performing well in terms of communication, with a majority of the respondents viewing it positively. However, there is always room for improvement, especially in converting those who feel neutral to feel more positively about communication effectiveness.

### 3.6 FEEDBACK

Table 3.6 table shows that the receiving feedback from superior

Feedback	frequency	Percentage
Rarely	12	12
Always	7	7
Sometimes	75	75
Often	0	0
Never	6	6
Total	100	100

(source : Primary data)

Figure 3. 6 Figure shows that the receiving feedback from superior



**Interpretation:** The distribution shows that the majority of respondents that is 75% receive feedback from their superiors “sometimes ”. while 12% respondents and 6% respondent responses rated as rarely and never receive feedback infrequently or not at all. Only7% of respondents receive feedback "always," indicating that a minority experience consistent and regular feedback from their superiors. The data suggests that there is a considerable opportunity for improvement in the frequency and consistency of feedback provided by superiors. While half of the respondents do receive feedback occasionally, a significant portion experiences feedback rarely or not at all.

### 3.7 Work Environment

**Table 3.7** table shows that the satisfaction on work environment

work environment	Frequency	percentage
Strongly dissatisfied	0	0
Dissatisfied	0	0
Neutral	0	0
Satisfied	10	10
strongly satisfied	90	90
Total	100	100

(source : Primary data)

**Figure 3. 7** Figure shows that the satisfaction on work environment



**Interpretation:** The majority of respondents that means 90% indicated they are "strongly satisfied," suggesting that the environment meets their needs, while 10% of respondents are "satisfied," indicating that a considerable number of individuals find the work environment to be exceptionally comfortable and well-facilitated. The data indicates a very positive perception of the work environment concerning comfort and facilities. With no respondents expressing dissatisfaction, it can be concluded that the current environment is successful in meeting the needs and expectations of the employees.

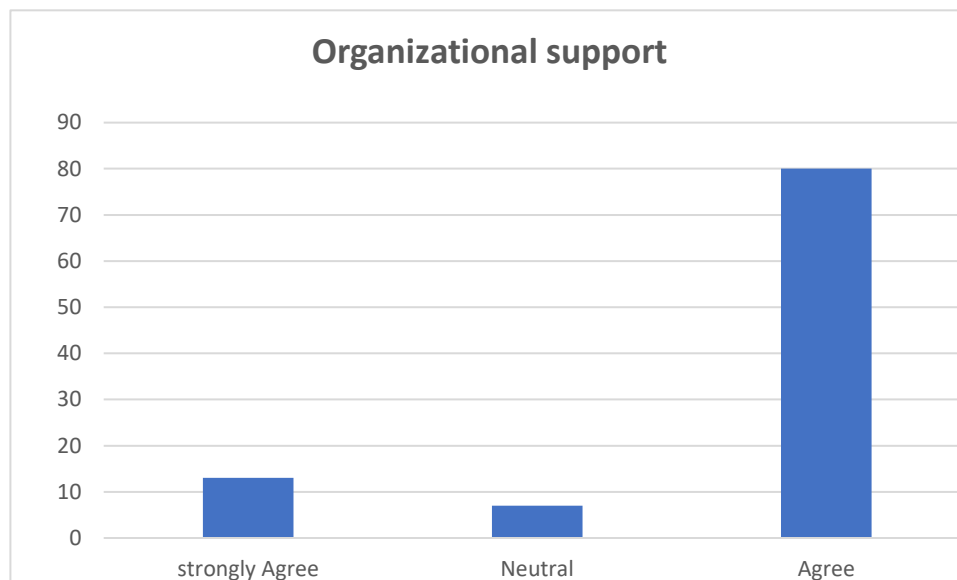
### 3.8 Organizational Support

Table 3.8 table shows that the level of satisfaction on organizational support

organizational culture	frequency	Percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	7	7
strongly Agree	13	13
Agree	80	80
Total	100	100

(source : Primary data)

Figure 3. 8 Figure shows that the level of satisfaction on organizational support



**Interpretation:** A notable portion (80%) of respondents " Agree," reflecting a strong conviction among many that the organizational culture is highly supportive of their well-being. While 13% of respondents remains "strongly agree," neither agreeing nor disagreeing that the organizational culture supports their well-being. .on other hand 7% respondents are rated Neutral that having a generally positive perception of the organization's culture in terms of well-being support.

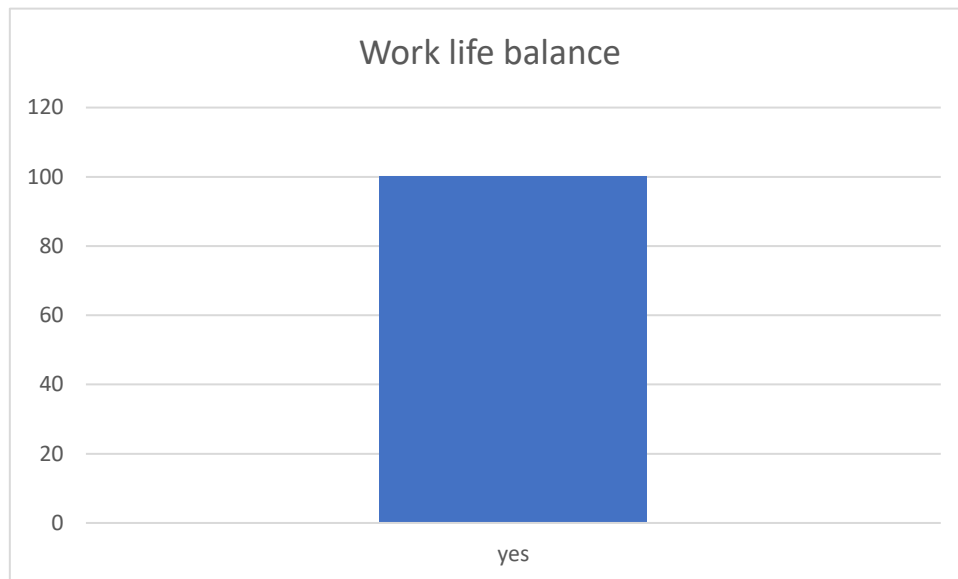
### 3.9 Work life balance

**Table 3.9** table shows that the level of satisfaction on work life balance

Work life balance	Frequency	Percentage
yes	100	100
No	0	0
Total	100	100

(source : Primary data)

**Figure 3. 9** Figure shows that the level of satisfaction on work life balance



**Figure 3.9**

**Interpretation:** All respondents (100%) answered "yes," indicating that their jobs allow for flexible work arrangements. This suggests that the organization has successfully implemented policies and practices that enable flexibility in work arrangements for all employees.

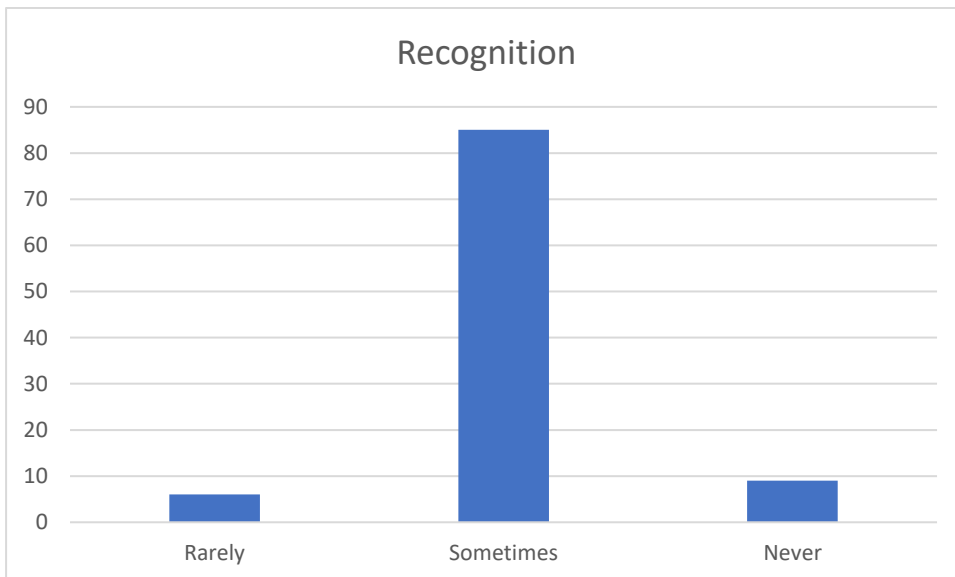
### 3.10 Receiving Recognition

**Table 3.10** table shows that the level of satisfaction on receiving recognition

Recognition	frequency	Percentage
Rarely	6	6
Always	0	0
Sometimes	85	85
Often	0	0
Never	9	9
Total	100	100

(Source: Primary data)

**Figure 3.10** Figure shows that the level of satisfaction on receiving recognition



**Interpretation:** A significant majority of respondents 85% report that they "sometimes" receive recognition for their work. A smaller portion 9% of respondent state that they "Never" receive recognition, A small percentage 6%report that they "Rarely" receive recognition. The data suggests that recognition for work is an area needing attention within the organization



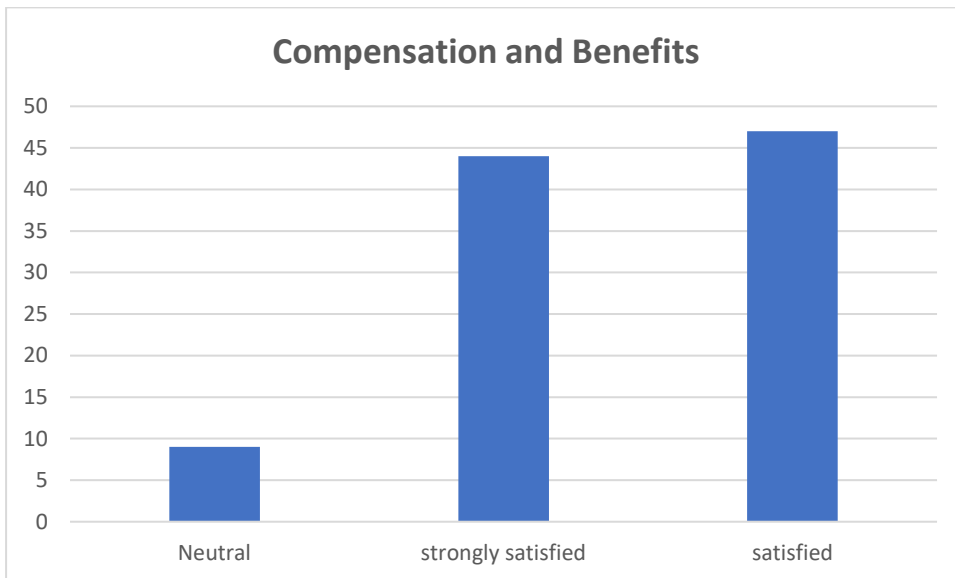
### 3.11 Compensation and benefits

**Table 3.11** table shows that the level of satisfaction on Compensation and benefits

Compensation and benefits	frequency	percentage
Strongly Dissatisfied	0	0
Dissatisfied	0	0
Neutral	9	9
strongly satisfied	44	44
satisfied	47	47
Total	100	100

(Source : Primary data)

**Figure 3. 11** Figure shows that the level of satisfaction on Compensation and benefits



**Interpretation:** This distribution shows that 47% of respondents are Satisfied, which suggests that a large portion of employees find the compensation and benefits to be excellent and exceeding their expectations. On other hand 44% of respondents rated as Strongly satisfied. A small group 9% is "neutral," indicating that they have a neutral stance on the compensation and benefit. The data suggests that the organization is doing well in terms of providing satisfactory compensation and benefits, as evidenced by the high levels of satisfaction among respondents

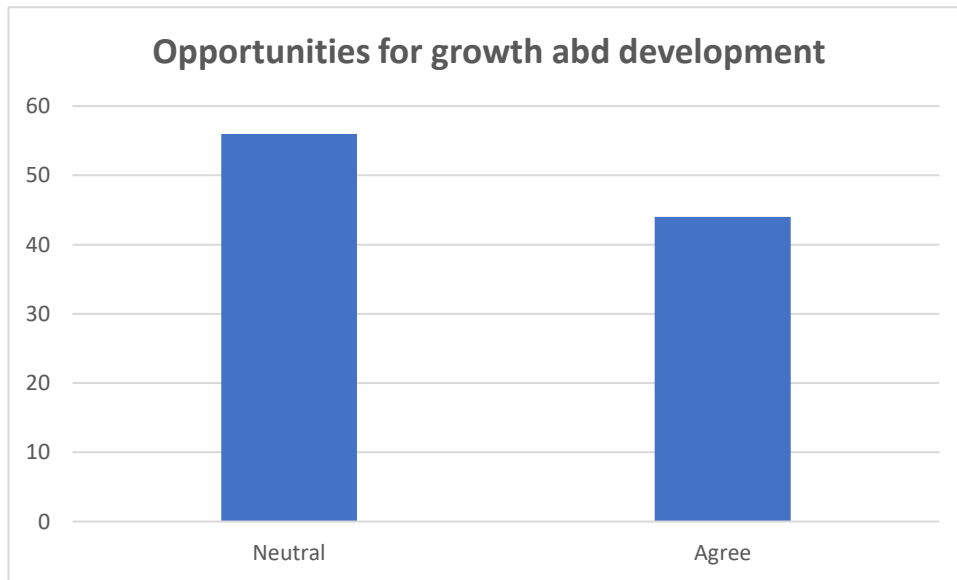
### 3.12 Opportunities for Growth and development

Table 3.12 table shows that the level of satisfaction on Opportunities for Growth and development

Opportunities for Growth and development	frequency	percentage
Strongly Disagree	0	0
Disagree	0	0
Neutral	56	56
Agree	44	44
Strongly Agree	0	0
Total	100	100

(Source : Primary data)

Figure 3. 12 Figure shows that the level of satisfaction on Opportunities for Growth and development



**Interpretation:** The data indicates a generally positive view of the organization's provision of training and professional development opportunities, with 56% of neutral responses highlights an area for potential improvement and 44% of agreeing that these opportunities are sufficient.

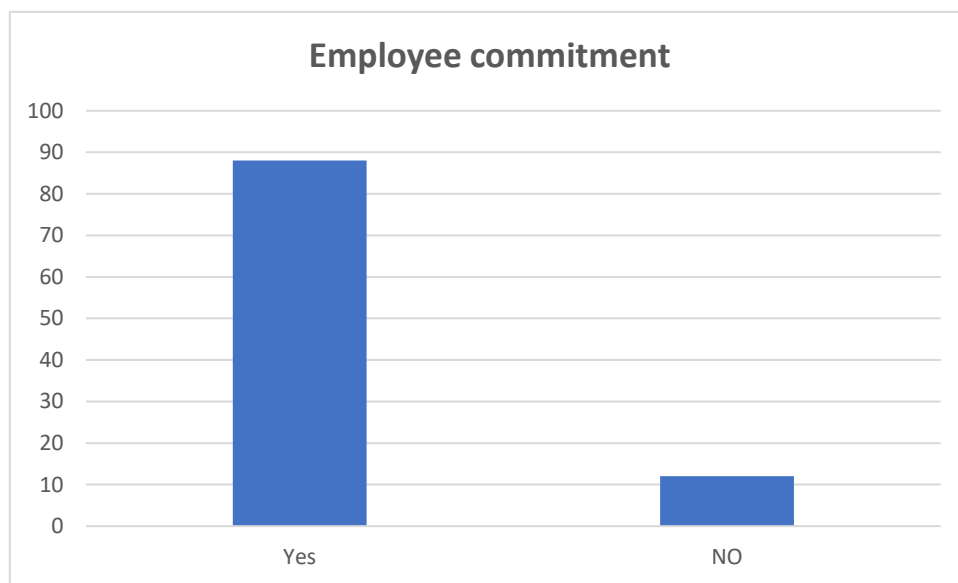
### 3.13 Employee Commitment

Table 3.13 table shows that the level of satisfaction on Employee Commitment

Employee commitment	Frequency	percentage
Yes	88	88%
No	12	12%
Total	100	100%

(Source : Primary data)

Figure 3. 13 Figure shows that the level of satisfaction on Employee Commitment



**Interpretation:** This data indicates that a significant majority 88% of respondents feel a sense of belonging to the organization. The remaining 12% responded with "No," suggesting some uncertainty or a less strong sense of belonging compared to those who responded affirmatively with "yes." Overall, the majority sentiment is positive, indicating that most individuals surveyed feel connected and included within the organization.

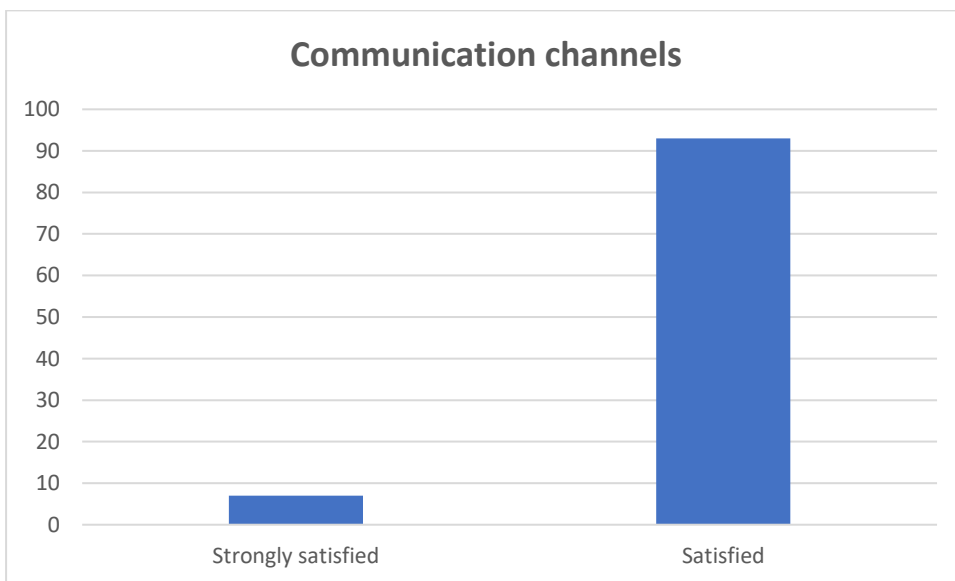
### 3.14 Relationship with Management

Table 3.14 table shows that the level of satisfaction on Relationship with Management

Communication channels	Frequency	Percentage
Strongly Dissatisfied	0	0
Dissatisfied	0	0
Neutral	0	0
satisfied	93	93
Strongly satisfied	7	7
Total	100	100

(Source : Primary data)

Figure 3. 14 Figure shows that the level of satisfaction on Relationship with Management



**Interpretation:** This indicates that a majority 93% of respondents are satisfied with the current communication channels for sharing concerns and suggestions while 7% of respondents are strongly satisfied. Overall, the general interpretation is that the majority find the communication channels adequate

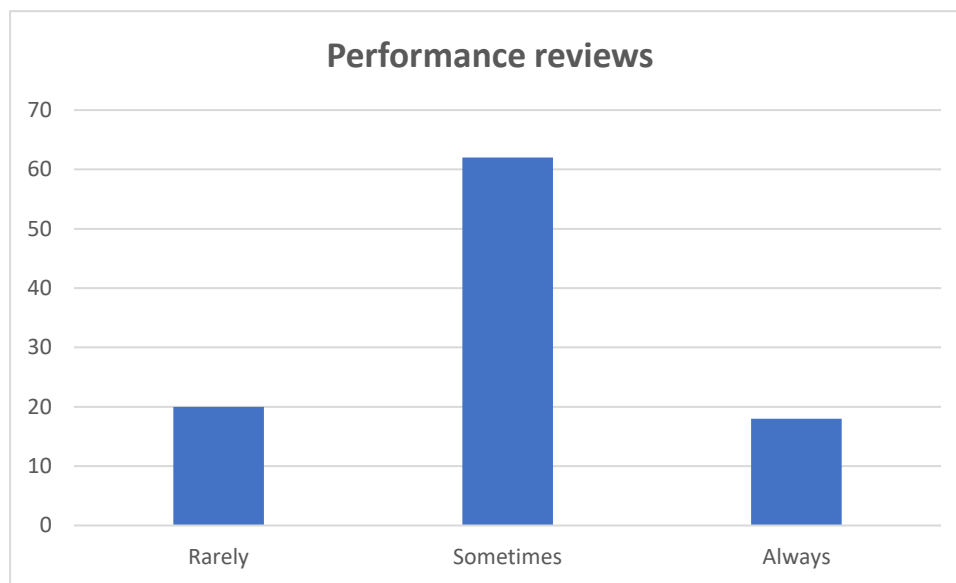
### 3.15 Performance reviews

Table 3.15 table shows that the getting performance reviews

Performance reviews	Frequency	percentage
Rarely	20	20
Always	18	18
Sometimes	62	62
Often	18	18
Never	0	0
Total	100	100

(Source: Primary data)

Figure 3. 15 Figure shows that the getting performance reviews



**Interpretation:** A significant portion of respondents 62% receive performance feedback Sometimes. While 18% receive reviews Always, ensuring regular feedback can contribute positively to employee growth, motivation, and alignment with organizational goals. The fact that 20% Rarely receive performance reviews is concerning as it deprives employees of valuable feedback necessary for improvement and career development

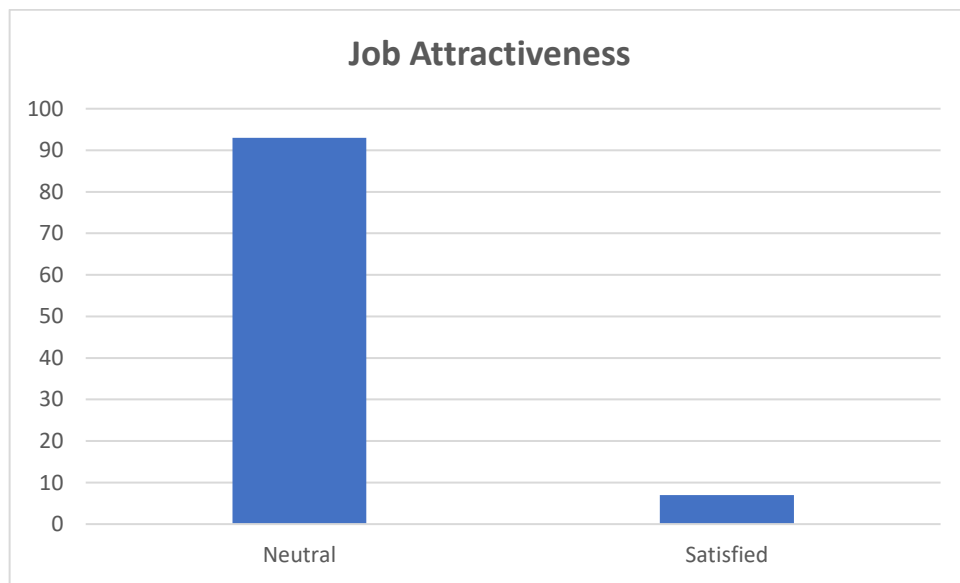
### 3.16 Job attractiveness

Table 3.16 table shows that the job attractiveness

Job attractiveness	Frequency	Percentage
Strongly Satisfied	0	0
Dissatisfied	0	0
Neutral	93	93
Satisfied	7	7
Strongly Satisfied	0	0
Total	100	100

(Source: Primary data)

Figure 3. 16 Figure shows that the job attractiveness



**Interpretation:** This indicates that a majority 93% of respondents are neutral response with their decision -making power, while 7% indicating they are Satisfied. Overall, the majority expressing satisfaction with their current salary suggests that a significant portion of employees are content with their compensation package.

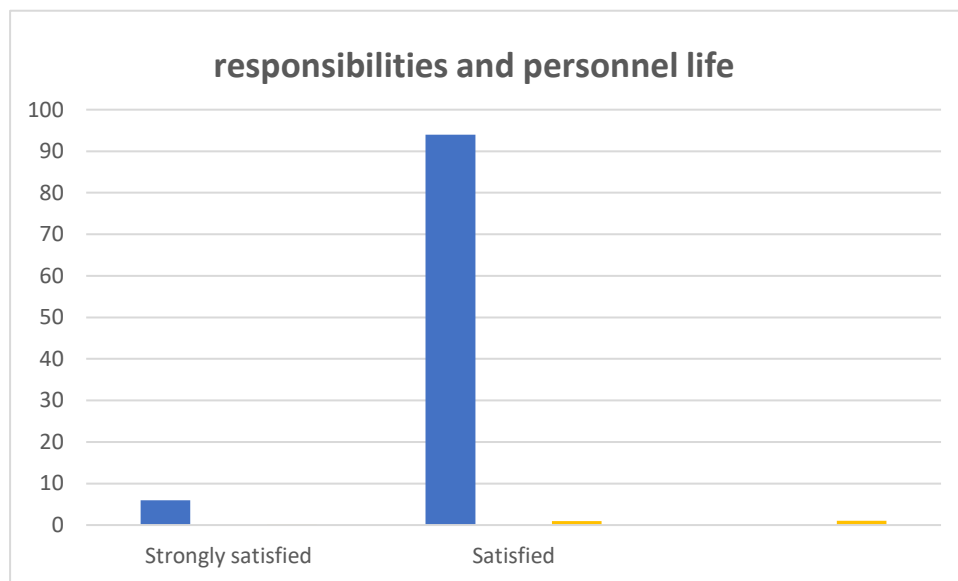
### 3.17 Balancing responsibilities and personnel life

Table 3.17 table shows that satisfaction on Balancing responsibilities and personnel life

responsibilities and personnel life	Frequency	percentage
Strongly Dissatisfied	0	0
Dissatisfied	0	0
Neutral	0	0
Satisfied	94	94
Strongly Satisfied	6	6
Total	100	100

(Source: Primary data)

Figure 3. 17 Figure shows that satisfaction on Balancing responsibilities and personnel life



**Interpretation:** This indicates that a majority 94% of respondents are satisfied with balancing their responsibilities and personnel life. While 14% indicate they are strongly satisfied. Overall, the majority expressing satisfaction with their responsibilities and personnel life which shows that employees are satisfied with their job.

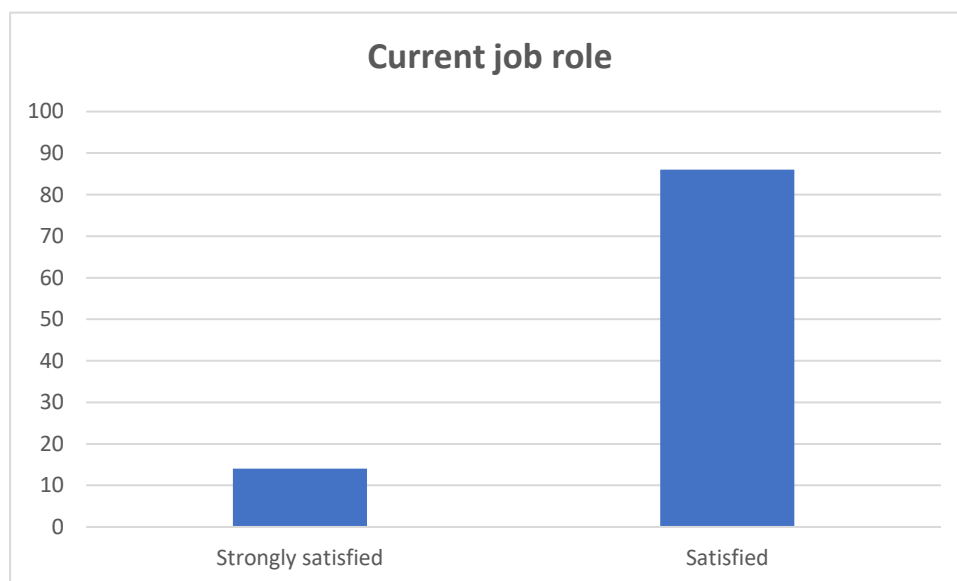
### 3.18. Current job role

Table 3.18 table shows that the satisfaction on current job role

Current job role	Frequency	Percentage
Strongly Dissatisfied	0	0
Dissatisfied	0	0
Neutral	0	0
Satisfied	86	86
Strongly satisfied	14	14
Total	100	100

(Source: Primary data)

Figure 3. 18 Figure shows that the satisfaction on current job role



Interpretation: This indicates that a majority 86% of respondents are satisfied with their current job role, while 14% indicating they are strongly satisfied. Overall, the majority expressing satisfaction with their current job role



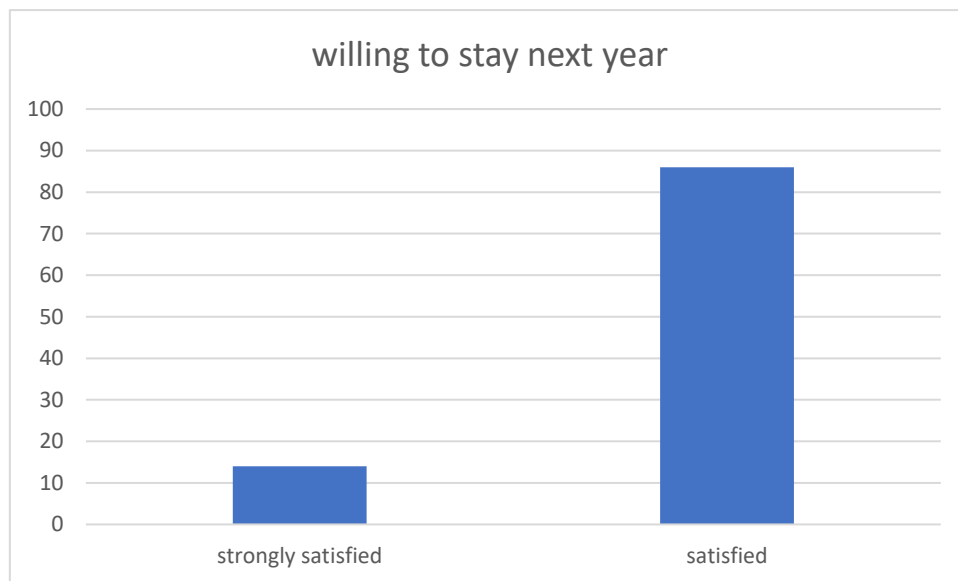
### 3.19. Level of satisfaction on willing to stay next year

Table 3.19 table shows that the level of satisfaction on willing to stay next year

willing to stay next year	frequency	Percentage
Strongly Dissatisfied	0	0
Dissatisfied	0	0
Neutral	0	0
Satisfied	86	86
Strongly satisfied	14	14
Total	100	100

(Source: Primary data)

Figure 3. 19 Figure shows that the level of satisfaction on willing to stay next year



**Interpretation:** This indicates that a majority 86% of respondents are satisfied to stay with the organization for next year, while 14% indicating they are strongly satisfied to stay with organization. Overall, the majority expressing satisfaction with their satisfaction towards the organization.

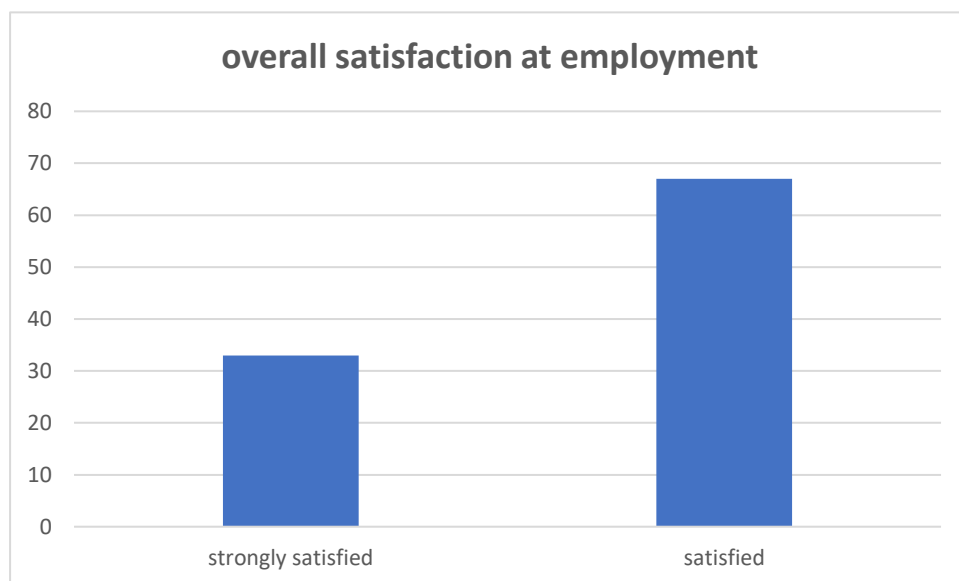
### 3.20 Overall satisfaction of Employment

Table 3.20 table shows that the level of satisfaction of employment in organization

Overall satisfaction of employment	Frequency	Percentage
strongly dissatisfied	0	0
Dissatisfied	0	0
Neutral	0	0
Satisfied	67	67
Strongly Satisfied	33	33
Total	100	100

(Source: Primary data)

Figure 3.20 Figure shows that the level of satisfaction of employment in organization



**Interpretation:** This indicates that a majority 67% of respondents are satisfied with their overall satisfaction of employment while 33% indicating they are strongly satisfied. Overall, the majority expressing satisfaction with their employment in the organization and retain in the organization

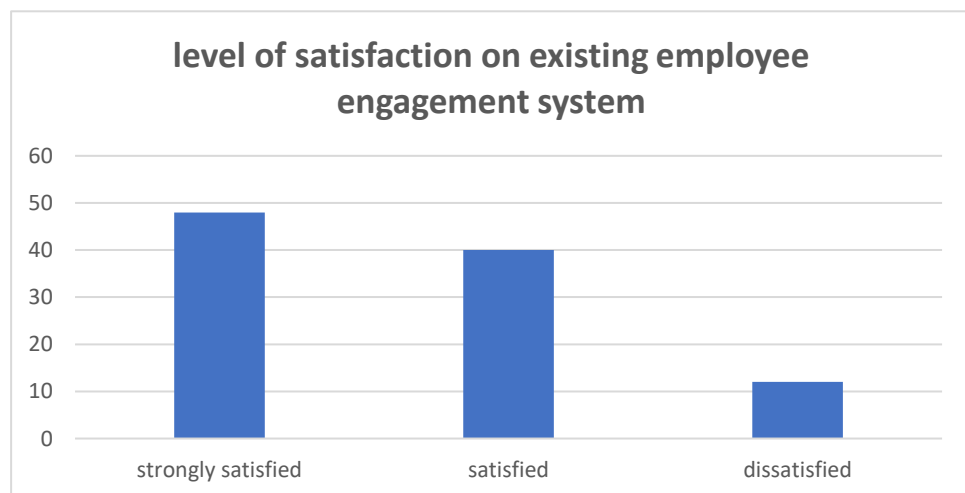
### 3.21 Level of satisfaction on existing employee engagement system

Table 3.21 table shows that the level of satisfaction on existing employee engagement system

level of satisfaction on existing employee engagement system	frequency	Percentage
strongly dissatisfied	0	0
dissatisfied	12	12
Neutral	0	0
satisfied	40	40
strongly satisfied	48	48
total	100	100

(Source: Primary data)

Figure 3.21 Figure shows that the level of satisfaction on existing employee engagement system



**Interpretation:** This indicates that a majority 48% of respondents are strongly satisfied with the existing employee engagement system, while 40% indicating they are satisfied. On the other hand, 12% are dissatisfied, it shows that there should be a need for the improvement of the existing system. Overall, the majority is expressing satisfaction with the employee engagement system.

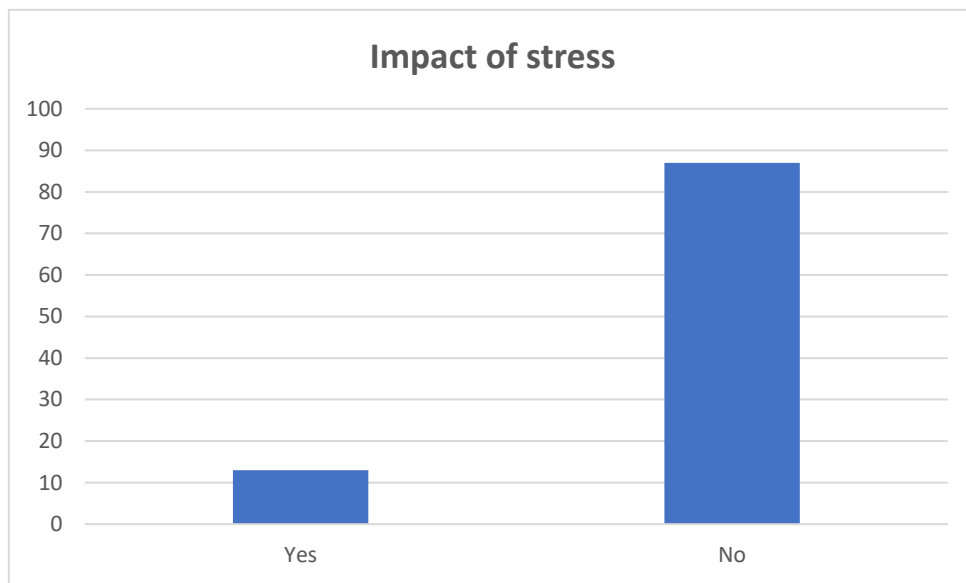
### 3.22 Stress led you leaving the organization

**Table 3.22** table shows that the whether work related stress leads to leaving organization

<b>Stress led you leaving the organization</b>	<b>frequency</b>	<b>Percentage</b>
Yes	13	13
No	87	87
Total	100	100

(Source: Primary data)

**Figure 3.22** Figure shows that the whether work related stress leads to leaving organization



**Interpretation:** This indicates that a majority 83 %of respondents are made their statement that work related stress never led them to leave the organization. while 13% indicating they have the tendency to leave the organization due to work related stress. Overall, the majority expressing satisfaction with their work environment.

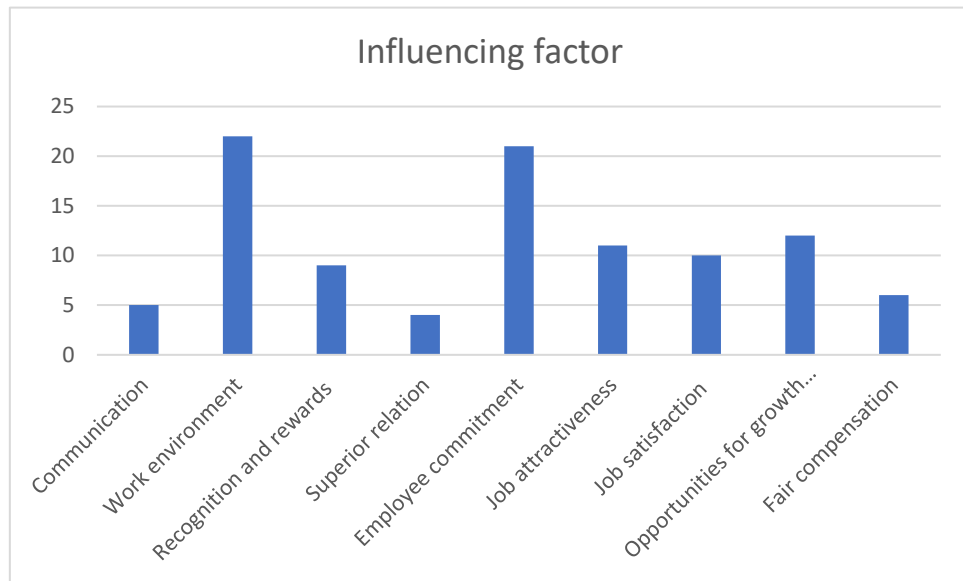
### 3.23 Influencing Factor to retain in the organization

Table 3.23 table shows most Influencing Factor to retain in the organization

<b>Influencing Factor</b>	<b>frequency</b>	<b>percentage</b>
Communication	5	5
Work environment	22	22
Recognition and rewards	9	9
Superior relation	4	4
Employee commitment	21	21
Job attractiveness	11	11
Job satisfaction	10	10
Opportunities for growth & development	12	12
Fair compensation	6	6
Total	100	100

(Source: Primary data)

**Figure 3.23** Figure shows most Influencing Factor to retain in the organization



**Interpretation:** The data highlights various factors influencing employee satisfaction, with the work environment being the most significant at 22%. Employee commitment closely follows at 21%, indicating that loyalty and dedication play a crucial role in overall satisfaction. Opportunities for growth and development are also important, representing 12% of the influence, suggesting that employees value professional advancement. Job attractiveness and recognition and rewards account for 11% and 9%, respectively, highlighting the importance of appealing roles and acknowledgment. Fair compensation (6%), communication (5%), and superior relations (4%) are less influential but still notable factors. Overall, these elements collectively contribute to the holistic experience and satisfaction of employees in the workplace.

**Objective 2: To understand key factors of employee engagement influencing to Employee Retention**

**Table 3.24** shows the influence of employee engagement factors on employee retention

<b>Model Summary</b>				
<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.324 <sup>a</sup>	0.105	0.096	0.33031

**Interpretation** The model indicates that the independent variable, Employee engagement, has a moderate positive correlation with the dependent variable, as evidenced by an R value of 0.324. The R Square value of 0.105 means that approximately 10.5% of the variability in the dependent variable can be explained by Employee retention. The Adjusted R Square, which accounts for the number of predictors in the model, is slightly lower at 0.096, indicating a small adjustment for potential overfitting. The standard error of the estimate is 0.33031, suggesting the average distance between the observed values and the model's predicted values. Overall, A moderate positive relationship indicates that there is a positive association between two variables, meaning that as one variable increases, the other variable also tends to increase the model demonstrates a modest ability to explain the variance in the dependent variable, and there is room for improvement by considering additional predictors or transformations.

**CHAPTER IV**  
**FINDINGS, RECOMMENDATIONS & SUMMARY**



## 4.1 FINDINGS

Employee engagement and employee retention are important factors of organization. This chapter examines the current situation in our company, emphasizing different aspects that support employee retention and engagement. We study important topics including work-life balance, remuneration, communication, organizational culture, and personnel management systems using data from extensive surveys and employee input. By looking at these factors, we hope to pinpoint areas of strength and progress, and in the end, it helps to create a work atmosphere where staff members feel valued.

- The leaders are performing well in terms of communication, with the majority of respondents rating it positively
- Employees have a positive perception about the organizational culture in terms of support in employees well-being
- The organization is doing well in terms of providing satisfactory compensation and benefits, as evidenced by the high levels of satisfaction among respondents.
- All the employees are satisfied with the flexible work arrangements made by the company
- Most of the people are satisfied with the work life balance
- Majority of Employees are good in terms of collaborating with their team members and also maintain a good relationship with colleagues
- Majority of employees have a positive outlook on their job environment.
- Organization is generally successful in providing the necessary resources for employees to perform their jobs effectively
- Employees are very free to share their concerns and suggestion to the employers
- Majority of respondents are felt connected and included within the organization.
- Majority of employees are strongly satisfied with their current job, salary and the benefits and compensation provided by the organization
- Majority of the Employees are willing to stay in the organization
- The level of satisfaction on existing employee management system is not satisfied by the majority which means there must ensure improvement on the system

- Majority of Employees are satisfied with the overall employment in the organization
- The level of stress is comparatively low in the organization which is main aspect they are willing to continue their job in the organization
- There is a moderate positive relationship between employee engagement factors influencing Employee Retention among employees in the organization because some of the areas are need to be improved.

## **4.2 RECOMMENDATIONS**

- The data suggests that there should be improvement in the feedback provided by superiors
- Provide more opportunities for career growth, training and development, and for employees to excel in their role
- Expand suitable training opportunities aligned with career development
- Improve the employee engagement system to attract new workforce
- Provide more job opportunities

### **4.3 SUMMARY**

The study conducted at Peoples Dairy Development Project Central Society at Kuttillakkara. This Research mainly give Importance to the Influence of Employee Engagement on Employee retention. The findings reveal that Employee engagement factors Such as Communication, Work environment, Relation with management, Opportunities for growth and development Job Attractiveness and satisfaction Employee commitment are positively influencing Employee retention among employees in the organization.

The study also identifies the SWOT analysis of the organization However, the research also sheds light on areas requiring improvement. Notably, while a positive work environment and job attractiveness and satisfaction is acknowledged as beneficial to the organization which leading the employees to stay in the organization.

The study also identifies that there is a positive relation with employee engagement factors and Employee retention. The factors are really influencing the employees to stay in the organization. How ever the employees are feeling so belonging to the organization.

Based on these findings the majority of respondents were male (64%), and the largest age group was 41-50 years (63%). In terms of work experience, 61% of respondents had 11-15years of experience. Majority of the respondents are getting the salary of 20001-30000. A largest group that is 68% are effectively feels the leaders are communicating with them on other hand 75% responded that they are getting feedback from the superiors are sometime that means they have to improve on giving feedback to employees.

Majority of respondent is satisfied with their work environment and the organizational supports they are getting for their well-being. The employees are 100% satisfied with the work arrangements provided by the organization. A majority of people are satisfied that management are recognizing their work and are satisfied with the compensation and benefits provided by the organization.

On other hand, Majority are giving neutral response in the area of opportunities provided by the organization for career development. However, the employees are having a strong relation with their superiors and satisfied with their current job role. A majority of respondent are also satisfied with balancing their professional and personnel life by staying with the organization.

In conclusion, the employees of PDDPCS are really connected to the organization. Most of the employees feels so belonging to the organization. This study also reveals that even after retirement the employees of PDDPCS are extending their period to stay in the organization. That reveals that organization really values employees and their feelings, hard work and dedication to the organization. Even though there are positive benefits still there is several areas to improve ensure employees to retain in the organization. From this research we can conclude that there is a moderate relationship between employee engagement factors and its influence on employee retention.

## **CONCLUSION**

The study carried out at Kuttillakkara's Peoples Dairy Development Project Central Society (PDDPCS) emphasizes how important staff involvement is for affecting retention. Employee decisions to stay with the company are largely influenced by critical engagement characteristics such as good communication, a happy work environment, strong relationships with management, growth prospects, job attractiveness, and happiness. According to the research, employees have a great sense of belonging, and many of them continue to work for the company even after they retire, demonstrating how much they are valued and appreciated by it. On the other hand, there is room for improvement in terms of offering regular feedback and expanding career development options. According to the demographic insights, the workforce is primarily made up of men between the ages of 41 and 50 who have a lot of experience and are satisfied with their pay and working conditions.

Overall, the study concludes a moderate relationship between employee engagement factors and employee retention, highlighting both the strengths and areas for growth within PDDPCS.

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# APPENDICES

## QUESTIONNAIRE

1. Name: \_\_\_\_\_(Optional)

2. Gender:

- Male
- Female

3. Age:

- 21-30
- 31-40
- 41-50
- 51 and above

4. Qualification:

- SSLC
- Higher Secondary
- Under Graduate
- Postgraduate
- Others

5. Experience:

- 1-5 years
- 6-10 years
- 11-15 years
- 16 -20 years
- 21& above

6. Income:

- 10000-20000
- 20001-30000
- 30001-40000
- 40001 & above

7.How effectively do you feel your leaders communicate with you?

- Very ineffectively
- Ineffectively
- Neutral
- Effectively

- Very Effectively

8. Do you receive feedback from your superior?

- Rarely
- Always
- Sometimes
- Often
- Never

9. Level of satisfaction of the work environment in terms of comfort and facilities?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

10. Do you agree the organizational culture supports your well-being?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

11. Does your job allow for flexible work arrangements?

- Yes
- No

12. Do you receive recognition for your work?

- Rarely
- Always
- Sometimes

- Often
- Never

13. Are you satisfied with the compensation and benefits provided by the organization?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

14. Does the organization provide sufficient opportunities for training and professional development?

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

15. Do you feel a sense of belonging to the organization

- Yes
- No

16. Are you satisfied with the communication channels for sharing your concerns or suggestions?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

17.How often do you receive performance reviews from your superiors?

- Rarely
- Always
- Sometimes
- Often
- Never

18.How attractive is your job in terms of the autonomy and decision-making power it provides?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

19.How satisfied are you with the balance between your work responsibilities and your personal life?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

20.Are you satisfied with your current job role?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

21. Are you satisfied to stay with the organization for the next year?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

22. Overall, how satisfied are you with your employment at this organization?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

23. Level of satisfaction with existing employee engagement system?

- Strongly dissatisfied
- Dissatisfied
- Neutral
- Satisfied
- Strongly Satisfied

24. Has job-related stress led you to think about leaving the company?

- Yes
- No

25. What aspects of your job are most and least satisfying to you?

- Communication
- Work environment
- Recognition and rewards

- Job satisfaction
- job attractiveness
- Superior relation
- Opportunities for growth and development
- Employee commitment
- Fair compensation