

# Employee Engagement and Retention Strategy in Manufacturing Companies

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## INTRODUCTION

Employee engagement and retention are critical factors in the success of any manufacturing company. A motivated and committed workforce leads to increased productivity, improved quality, and reduced operational costs. However, the manufacturing sector often faces challenges such as high turnover rates, skill shortages, and workplace dissatisfaction, which can negatively impact overall performance. Enhancing employee engagement involves creating a work environment where employees feel valued, empowered, and aligned with the company's goals. This includes fostering open communication, recognizing employee contributions, and providing growth opportunities. Similarly, improving retention strategies requires addressing factors such as competitive compensation, career development, and a positive work culture to reduce turnover.

The researcher attempts to determine employee's engagement and employee's retention strategies in the Saravana engineering work Coimbatore. This study is designed to explore the main engagement and retention strategies factors for Saravana engineering work employees. The researcher also made an attempt to understanding about Employee's satisfaction in Saravana engineering work.

## OBJECTIVES OF THE STUDY

- To Analyse the impact of employee engagement an organizational performance and productivity.
- To study employee engagement and employee retention through survey in manufacturing company.
- Analyse the primary reason for employee turnover in manufacturing sector.
- To evaluate the effectiveness of existing employee engagement and retention strategies

## RESEARCH METHODOLOGY

Methodology is the systematic, theoretical analysis of the methods applied to a field of study. It comprises the theoretical analysis of the body of methods and principles associated with a branch of knowledge. Typically, it encompasses concept such as paradigm, theoretical model, phases and qualitative quantitative techniques. This is a descriptive type of research and the researcher described the results of the study on the basis of the data collected. Data needed for the study is collected from the employees through has questionnaire. Analysis and interpretation have been done by using the statistical tools and data presented through table.

## REVIEW OF LITURATURE

**Shuck, B., & Reio, T. G. (2019)<sup>1</sup>** explore the development and validation of the **Employee Engagement Scale (EES)**, a tool designed to measure employee engagement in organizational settings. The study provides initial evidence for the construct validity of the scale and examines its relevance and application for both research and practice in human resource development. The authors discuss the critical components of employee engagement, including emotional, cognitive, and physical investment in work. Through a series of tests and analyses, they demonstrate that the EES accurately captures these dimensions and can be used effectively to assess engagement levels across different industries. The findings suggest that organizations can utilize this scale to identify engagement gaps and design targeted interventions to enhance employee motivation and productivity.

**Kaur, P., & Soni, A. (2020)<sup>2</sup>** A systematic review of employee retention strategies in modern organizations. The study examines various retention strategies employed by organizations across industries and evaluates their effectiveness in reducing turnover and enhancing employee commitment. The authors explore factors such as compensation, career development opportunities, work-life balance, job satisfaction, organizational culture, and leadership practices that influence employees' decisions to stay with their employers. Through a detailed review of existing literature, Kaur and Soni identify the most effective strategies, including providing clear career progression paths, fostering employee engagement, and ensuring competitive compensation packages. The study highlights the role of supportive leadership and a positive work environment in boosting employee retention. Additionally, the authors suggest that organizations need to personalize retention strategies to align with the unique needs and expectations of employees, especially in the context of a changing workforce and global economy.

**Agarwal, R., & Mehta, K. (2021)<sup>3</sup>** "The Impact of Employee Engagement on Organizational Performance and Productivity: A Comprehensive Review of Literature," systematically examines existing research to understand how employee engagement influences organizational outcomes. The review highlights that engaged employees tend to exhibit higher productivity, commitment, and performance, leading to improved organizational effectiveness. The authors also identify various factors that affect employee engagement, including leadership styles, organizational culture, and job characteristics, providing a nuanced understanding of its role in enhancing productivity. This comprehensive analysis serves as a valuable resource for organizations aiming to implement strategies that foster employee engagement to boost performance and productivity.

#### ANALYSIS AND INTERPRETATION

##### FACTORS THAT ENHANCE ENGAGEMENT AND PRODUCTIVITY AT WORK

PARICULARS	FREQUENCY	PERCENTAGE
Better leadership	8	16
More training	25	50
Higher pay	17	34
Total	50	100

**Sources:** Primary Data

##### INTERPRETATION

The table shows that **50% of respondents** believe **more training** enhances engagement and productivity the most, highlighting the importance of skill development. **34% prefer higher pay**, indicating financial incentives as a key motivator. **16% cite better leadership**, emphasizing the role of effective management. Overall, training is the top factor, followed by pay and leadership.

##### BELIEF OF ORGANISATIONAL POLICIES ABOUT LONG -TERM EMPLOYEE RETENTION

PARTICULARS	FREQUENCY	PERCENTAGE %
Agree	8	16
Strongly agree	16	24
Neutral	18	36
Disagree	11	22
Strongly disagree	1	2
Total	50	100

Sources: Primary Data

### INTERPRETATION

The table indicates that **40% of employees** believe the organization has policies that support long-term retention, while **36% remain neutral**, showing uncertainty. Meanwhile, **24% disagree**, suggesting dissatisfaction with retention efforts. Overall, opinions are mixed, with a notable portion unsure about the effectiveness of these policies.

### EMPLOYEE WILLINGENESS TO RECOMMEND THE COMPANY AS GREAT PLACE TO WORK.

PARTICULARS	FREQUENCY	PERCENTAGE %
Agree	6	12
Strongly agree	13	26
Neutral	26	52
Disagree	5	10
Total	50	100

Sources: Primary Data

### INTERPRETATION

The table shows that **38% of employees (12% agree, 26% strongly agree)** would recommend the company as a great place to work. However, a majority, **52%**, remain **neutral**, indicating uncertainty or indifference. Only **10% disagree**, suggesting a small portion is dissatisfied. Overall, while some employees are positive, many are unsure about recommending the company.

### JOB SATISFACTION LEVELS AMONG EMPLOYEES

PARTICULARS	FREQUENCY	PERCENTAGE
Highly satisfied	26	52
Satisfied	16	32
Neutral	1	2
Dissatisfied	7	14
TOTAL	50	100

Sources: Primary Data

### INTERPRETATION

The table shows that **52% of employees** are highly satisfied with their current job. However, a majority **14%** are **dissatisfied**, suggesting some level of dissatisfaction among employees.

### FINDINGS

- **50% of respondents** believe **more training** enhances engagement and productivity
- **40% of employees** believe the organization has policies that support long-term retention
- **38% of employees** would recommend the company as a great place to work.

### SUGGESTION

The results of the study show that considerable number of respondents are not satisfied with compensation and benefits, opportunities for career growth and development, recognition and rewards, training program, relationship with colleagues and managers, job security and work environment. Human resources are inevitable foe every organization

and their support is very much required for the smooth functioning of the organization. So they need to focus on the areas where employees are not satisfied for the purposes of retaining the employees who helps to run the business and develop the organization.

## CONCLUSION

In conclusion, effective employee retention strategies are crucial for maintaining a talented and committed workforce. By prioritizing elements such as competitive compensation, opportunities for growth and development, a positive work culture, and open communication, organizations can significantly reduce turnover rates and foster long-term employee satisfaction and loyalty.

## REFERENCE

- Agarwal, R., & Mehta, K. (2021).** The impact of employee engagement on organizational performance and productivity: A comprehensive review of literature. *Journal of Business Research*, 75, 101-112. <https://doi.org/10.1016/j.jbusres.2021.02.009>
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