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A study on the security needs for employees retention towards leather industry in Chennai

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Abstract---Based on Maslow's Hierarchy of Wants Theory, this study tries to propose solutions for employee retention in the Chennai Leather Industry. Employee retention is a method for retaining employees for a specific period of time. The company's high retention rate may have a positive impact. Maslow's hierarchy of requirements includes the desire for security and protection. When our physiological necessities for food and drink are addressed, our safety concerns take precedence. These requirements stem from our innate yearning for a predictable, organised environment that we can influence. Job security, savings accounts, insurance policies, financial security, and health and well-being are all examples of safety demands in today's environment. The purpose of this study is to see how Security Needs affects employee retention and whether those variables have already been implemented at the organization. This research was carried out using a simple sampling methodology. This study used a suitable sampling approach method and used primary data in the form of a questionnaire from 350 employees at a leather industry. It also used secondary data in the form of a review of literatures. According to the

findings of the study, Provide comprehensive benefits packages, job security etc to your employees to satisfy their safety needs.

Keywords---employee retention, security, job, safety, work, company.

Introduction

The desire for security or protection is referred to as security requirements. After the physiological demands have been met to a reasonable degree, the second level needs emerge, to display and exert control over human behaviour These include:

- a) physical safety (fire, accident, etc.) and
- b) financial security (fringe benefits, health, insurance, pension programme etc.)
- c) A desire to have some control over life's uncertainty.

The way labour union demands have altered is an illustration of the move from physiological to security requirements as motivators. Previously, unions wanted higher wages (for gratification of physiological need). Accident prevention through safety measures, job security, and other fringe benefits have been emphasised in recent discussions. If security requirements are not met, they may function as motivators. In order to inspire employees, most companies over-emphasize security demands by giving sophisticated safety measures, fringe perks, health care - accident insurance policies, and so on.

Problem Statement

Increased hiring, selection, and training costs, as well as work interruptions, might be a problem. Poor salary and perks, a hostile work environment, dissatisfaction, and a constant; a hard job, job stability, motivation, and so on are all reasons why employees leave or quit employment. As a result, organisations should address these concerns, and security needs were given insufficient attention. This study examines the methods employed by leather firms to retain their employees.

Review of Literature

Ryan and Deci, (2017) have stated Psychological necessity Satisfaction is a psychological construct that is influenced by one's social surroundings and perception of it. As a result, it's possible that need fulfilment will fluctuate in response to changes in the environment or people's perceptions of it. According to recent diary research, basic psychological demands might change daily and weekly.

Van den Broeck et al. (2016) have analyzed Most research addressing fundamental psychological need fulfilment used cross-sectional survey methods, according to a meta-analysis of the literature on need satisfaction. Nonetheless, some researchers are beginning to use in-person diary study methodologies.

Tladinyane R (2013) have examined the link between an employee's psychological career meta-capabilities and their retention attitudes. There was a link between psychological professional meta-capabilities and retention-related dispositions, according to the findings. The results match the canonical correlation-derived measurement model well, according to structural equation modelling.

J.C. Wofford (2013), in his study illustrated Many employees seek satisfaction of higher-level wants even when lower-level needs have not been met, according to The Motivational Bases of Job Satisfaction and Job Performance, which is also antithetical to the Maslow model.

Hassan M et. al., (2011) has carried out a study with the goal of determining the reasons and determining ways to keep personnel in Pakistan's leather industry. Managers in Pakistan's leather industry's first and second lines. Punjab has over 400 leather tanneries. The information was acquired from male 15 Leather Tanneries and Organizations in Lahore, Sialkot, Shekupura, Muridkay, and Kasur, since these tanneries account for 50% of Pakistan's leather exports. There was a link between employment prospects and employer attitude, employer loyalty, work-life balance, and job security. It was also shown that employer attitude was linked to age.

Gberevbie (2010) has suggested 10 employee retention tactics "Payment of monthly salaries to personnel, surprisingly true monthly revenue and allowances, provision of automobile, housing, and furniture loan centres, health insurance scheme, job protection, regular advertising, fitness care offerings to personnel' families, maternity leave with full pay for female employees, and regular training of personnel" are some of them."

Trulson (2007) has showed "Preserving staffing levels, imposing team control, upgrading recruitment/ screening techniques, managing repayment concerns, and expert development applications" are the five strategies that were used.

Eskildsen and Nussler (2000), studied that The employee considers whether or not to continue working for the current employer or pursue other options. As a result, in such circumstances, the company is at fault, and their talented employees are forced to quit early. The employer should either not make those promises or keep them if they are made. Employees nowadays evaluate a variety of criteria before joining a company, all of which should be discovered and thoroughly investigated by the employer.

Materials and Methods

Research design

Descriptive research design was employed for data collection, analysis and testing of research model used in this research.

Objectives of the Research

1. To study about the perception of employee retention towards Security Needs in Leather Industry.
2. To ascertain the problems of the employees working in Leather Industry & give suggestions.
3. To analyze the second hierarchy of need i.e., Security Needs set by Maslow towards employee retention with special reference to Leather Industry.

Sampling Design

The employees of leather company were taken as the population for the research. The frame comprised employees in Leather Industry in Chennai. Convenient Sampling Technique was employed. Subsequently, random sampling was employed in each stratum. The sample size was 350 surveyed collected directly and through google form.

Data Collection Design

- ❖ Primary data collection method comprised survey method while primary data collection instruments was structured questionnaire data.
- ❖ Secondary data collection method comprised of websites and online journals, Published reports & Review of literature from published articles.

Statistical Tools

The main tools used for statistical analysis is hypothesis testing analytical tools such as Anova.

Research Framework

The Research framework of Security Needs towards Employee Retention was based upon data analysis and exhaustive review of literature into 6 variables of the study such as,

Job Security

Job security gives employees a sense of security and confidence, which leads to higher production. Job stability fosters loyalty and a drive to excel, and the organisation benefits by gaining a dedicated and committed employee. Job security refers to the assurance that your job will not be eliminated. It's a guarantee that you'll be able to continue working at your existing job for the foreseeable future. Job security entails a sense of safety from things like layoffs, economic downturns, and other variables that may affect employment.

Good Equipment

Safety is the most crucial factor in every workplace. With this in mind, all equipment should always be safe to use. Your equipment might break, cables could split, and pieces could come off and go missing if it is not properly

maintained. This may indicate that your device is too risky to operate. Increased productivity means more clients can be served. The correct equipment gives you confidence since you can complete your task fast and effortlessly. Your labour will be lighter and smoother with the correct tools. As a consequence, you satisfy both your own and your client's needs.

Retirement Benefits

A retired government employee receives retirement and pension benefits to ensure that they have a steady income and a secure life. Retirement accounts are incredibly important assets that are designed to provide you with income when you stop working. You will have little choice but to work past the "traditional" retirement age if you do not have a retirement plan, as Social Security is unlikely to supply you with adequate money.

Company's Ability

Employers must provide a work environment for their workers and ensure that they have access to it. They must provide them with the tools, equipment, and other resources they require to complete their tasks. Employers are required to give their employees the agreed-upon wage and benefits, including vacation, paid holidays, and other forms of holidays. Employees are our most valuable customers since they can give essential information on the entire customer experience. However, they are frequently disregarded or ignored, and most businesses do not regard them as important assets — either as sources of consumer information or as brand advocates.

Working Condition

Morale and productivity are both affected by working circumstances. Furthermore, healthy working environments preserve employees' well-being by lowering the likelihood of workplace injuries, as well as the ensuing financial responsibilities and the need for time off. Unhealthy work conditions affect far too many workers today. Employees are significantly more likely to suffer from a variety of mental and physical health issues such as stress, anxiety, depression, alcoholism, hypertension, and a variety of other bad consequences than they are to return home feeling invigorated and pleased.

Safety Measures

Safety in the workplace has a significant impact on many business KPIs. In other words, safer working environments benefit from fewer accidents, which results in fewer occupational health costs, better employee retention and satisfaction, less employee downtime, and less retraining time. Without the proper workplace safety measures in place, a company puts its employees, customers, brand reputation and revenues in danger. Additionally, failure to teach employees how to maintain a safe work environment may lead to on-the-job accidents, injuries and, worst of all, fatalities. A safe and healthy workplace not only protects workers from injury and illness, it can also lower injury/illness costs, reduce absenteeism and

turnover, increase productivity and quality, and raise employee morale. In other words, safety is good for business

Data Analysis

The respondents were to rate the SECURITY NEEDS (SEC) in company. The attributes comprised :

- i. Job security is important to employees.
- ii. Having good equipment to work with is important to employees
- iii. Company's retirement benefits reduces labor turnover.
- iv. Jobs are dependent on the company's ability to compete effectively.
- v. Management should give a good deal of attention to the physical working conditions of employees.
- vi. Adequate safety measures should be provided to employees and medical facility for employees.

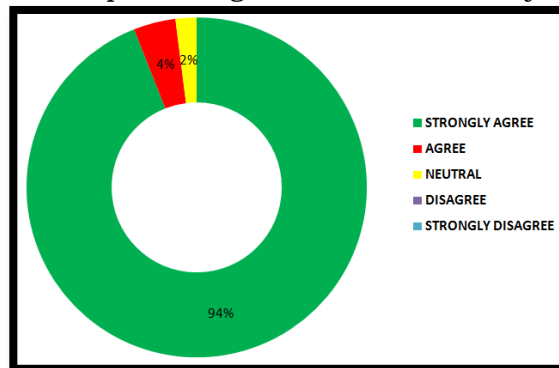
The rating scale comprised 5 points with 5 for Strongly Agree and 1 for Strongly Disagree. Their responses are presented in the Tables 1 to 6.

Table.1. Table Indicating Sec 1 - Statement On Job Security

Job security is important to employees	FREQUENCY	%
STRONGLY AGREE	329	94%
AGREE	14	4%
NEUTRAL	7	2%
DISAGREE	0	0
STRONGLY DISAGREE	0	0
TOTAL	350	100%

Source: Primary Data

Fig.1. Chart representing sec 1 - statement on job security



Inference

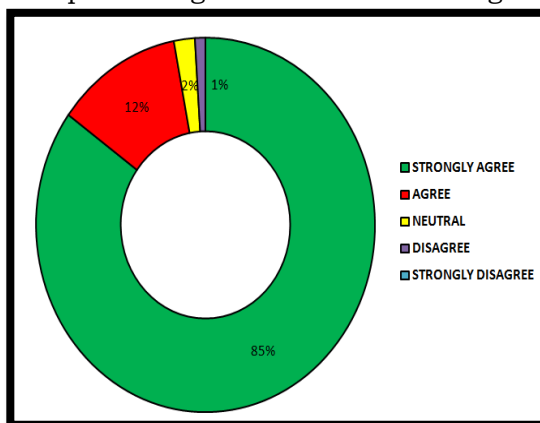
Majority (94%) of the respondents strongly agreed that Job security is important to employees.

Table.2. Table indicating sec 2 - statement on good equipment

Having good equipment to work with is important to employees	FREQUENCY	%
STRONGLY AGREE	297	85%
AGREE	42	12%
NEUTRAL	7	2%
DISAGREE	4	1%
STRONGLY DISAGREE	0	0
TOTAL	350	100%

Source: Primary Data

Fig 2. Chart representing sec 2 - statement on good equipment



Inference

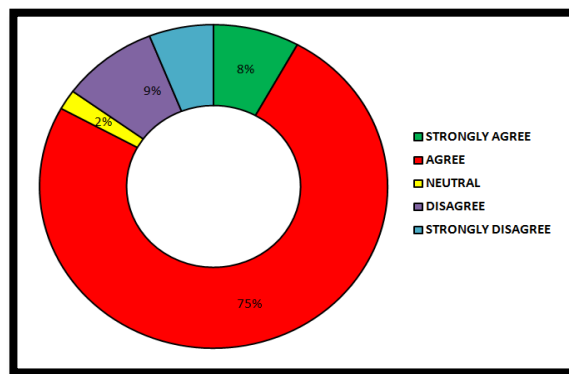
Majority (85%) of the respondents strongly agreed that having good equipment to work with is important to employees.

Table.3. Table Indicating Sec 3 - Statement On Retirement Benefits

Company's retirement benefits reduces labour turnover	FREQUENCY	%
STRONGLY AGREE	28	8%
AGREE	263	75%
NEUTRAL	7	2%
DISAGREE	32	9%
STRONGLY DISAGREE	20	6%
TOTAL	350	100%

Source: Primary Data

Fig.3. Chart Representing Sec 3 - Statement On Retirement Benefits



Inference

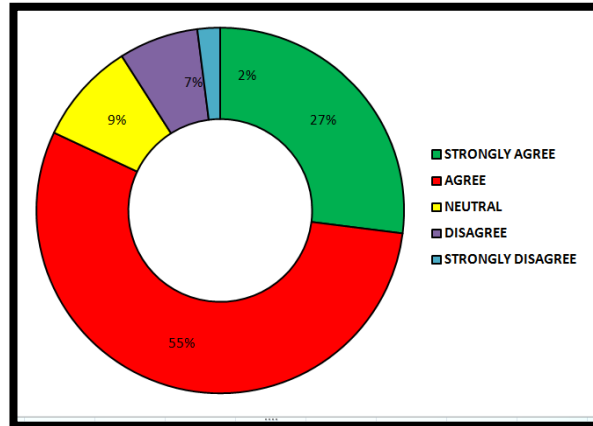
Majority (75%) of the respondents agreed that **Company's retirement benefits reduces labour turnover.**

Table.4. Table indicating sec 4 - statement on company's ability

Jobs are dependent on the company's ability to compete effectively	FREQUENCY	%
STRONGLY AGREE	95	27%
AGREE	193	55%
NEUTRAL	32	9%
DISAGREE	24	7%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

Fig.4. Chart representing sec 4 - statement on company's ability



Inference

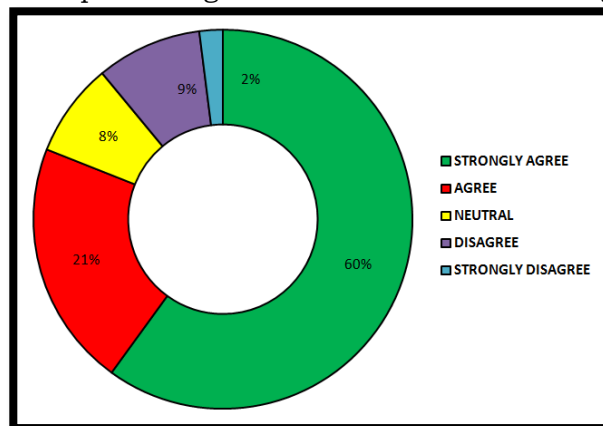
Majority (55%) of the respondents agreed that **Jobs are dependent on the company's ability to compete effectively.**

Table.5. Table indicating sec 5 - statement on working condition

Management should give a good deal of attention to the physical working conditions of employees	FREQUENCY	%
STRONGLY AGREE	210	60%
AGREE	74	21%
NEUTRAL	28	8%
DISAGREE	32	9%
STRONGLY DISAGREE	7	2%
TOTAL	350	100%

Source: Primary Data

Fig.5. Chart Representing Sec 5 -Statement On Working Condition



Inference

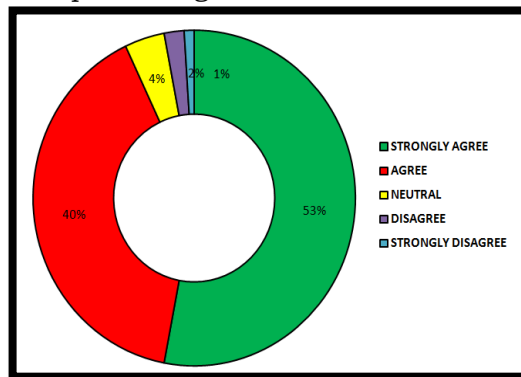
Majority (60%) of the respondents strongly agreed that Management should give a good deal of attention to the physical working conditions of employees.

Table 6. Table indicating sec 6 - statement on safety measures

Adequate safety measures should be provided to employees and medical facility for employees	FREQUENCY	%
STRONGLY AGREE	186	53%
AGREE	140	40%
NEUTRAL	14	4%
DISAGREE	7	2%
STRONGLY DISAGREE	4	1%
TOTAL	350	100%

Source: Primary Data

Fig.6. Chart representing sec 6 - statement on safety measures



Inference

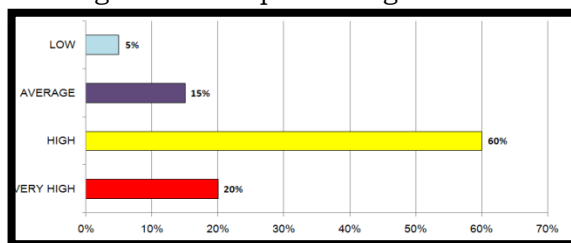
Majority (53%) of the respondents strongly agreed that adequate safety measures should be provided to employees and medical facility for employees.

Table.7. Table Indicating Work Load

WORK LOAD	FREQUENCY	%
VERY HIGH	70	20%
HIGH	210	60%
AVERAGE	53	15%
LOW	17	5%
TOTAL	350	100%

Source: Primary Data

Fig.7. Chart representing work load



Inference

Majority (60%) of the respondents have high work load.

H0 - There is no significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

H1 - There is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment, Retirement Benefits, Company's ability, Working condition and safety measures for retaining employees in the organization.

Table 8. Table indicating one way anova analysis

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Job security is important to employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Having good equipment to work with is important to employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Company's retirement benefits reduces labour turnover	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Jobs are dependent on the company's ability to compete effectively	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Management should give a good deal of attention to the physical working conditions of employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			
Adequate safety measures should be provided to employees and medical facility for employees	BDG	137.008	4	45.669	239.709	.000
	WDG	65.920	346	.191		
	Total	202.929	350			

***Significant at $p < 0.001$

BDG – Between Duration Groups;

WDG – Within Duration Groups

Source : Primary Data

Inference

From the above table, it is inferred that all the null hypothesis are rejected as the p value is lesser than 0.001 so we accept the alternate hypothesis. Hence, there is a significant difference between Experience with respect to the satisfaction level of Security Needs of the employees such as Job Security, Good Equipment and Retirement Benefits, Company's ability, working condition and safety measures for retaining employees in the organization.

Employees' personal characteristics, such as age, education, annual income, and experience, are used as explanatory variables to explain the various degrees of need fulfilment. A multiple regression analysis of Security Needs Satisfaction and personal attributes is conducted to determine how these various aspects are connected to Security Needs Satisfaction.

Table 9. Table indicating security needs – multiple regression

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.841 ^a	.707	.703	.41539	
a. Predictors: (Constant), EXPERIENCE, EDUCATIONAL QUALIFICATION, AGE, ANNUAL INCOME					

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.270	.065		4.172	.000
	AGE	-.227	.068	-.320	-3.342	.001
	EDUCATION	.480	.058	.699	8.250	.000
	ANNUAL INCOME	.390	.090	.489	4.332	.000
	EXPERIENCE	-.020	.087	-.024	-.224	.823
a. Dependent Variable: SECURITY NEEDS						

Source: Primary Data

Source: Primary Data

The independent variables of Age, Education, Annual Income, and Experience are regressed with the normalised index of Employee Security Needs Satisfaction. The four explanatory factors used for the study, namely age, education, annual income, and experience, are regressed with the normalised index of employee security requirements fulfilment. Table 9 reveals that age, education, and annual income are all favourably connected to satisfaction with security requirements, but experience is adversely related.

The results of the research show that annual income, experience, and education are statistically significant, whereas age is not. This means that individuals who are comparatively better educated, have more service in their organisations, and earn a higher pay tend to have more security requirements satisfaction in their work environment. The negative relationship between duration of employment and satisfaction with security demands implies that employees' concerns about security are growing, and what firms now give does not meet their expectations. Employees with higher levels of education are more concerned about their security demands, according to the connection. The importance of money in meeting lower-order demands explains the positive relationship between compensation and happiness. The R square of 0.707 implies that the four

explanatory factors investigated account for 70.7 percent of the variation in security requirements fulfillment.

Recommendations

1. In the evolving situation of new economic policies accompanied by globalization and liberalization, the leather industry's management should create a favorable climate that provides job security for employees.
2. With this in mind, all equipment should always be safe to use. Your equipment might break, cables could split, and pieces could come off and go missing if it is not properly maintained. Organizational competency should be improved not only for survival, but also to provide employee security.
3. Retirement planning steps, you will have little choice but to continue working past the "traditional" retirement age, as Social Security is unlikely to supply you with adequate money.
4. Employers must provide a work environment for their workers and ensure that they have access to it. They must provide them with the tools, equipment, and other resources they require to complete their tasks. Employers are required to give their employees the agreed-upon wage and benefits, including vacation, paid holidays, and other forms of holidays.
5. A healthy work environment protects employees' well-being by lowering the likelihood of workplace injuries,
6. Failure to train personnel on how to keep a safe workplace can result in on-the-job accidents, injuries, and, worst of all, fatalities. A safe and healthy workplace may decrease injury and sickness expenses, absenteeism and turnover, enhance productivity and quality, and boost employee morale.

Limitations

It is a sample study of 350 respondents only. The study is targeted at employees serving in Leather company in Chennai and other areas are not under its purview; The study uses a structured predetermined questions. It is an objective study.

Conclusion

The report underlines the importance of employee retention in the Chennai Leather Industry. The second topic dealt with the necessity to "MAKE IT SAFE" for firm personnel in terms of security. To meet your employees' safety demands, provide comprehensive benefit packages. Allow your words and actions to reassure employees of their job security while also reinforcing safety requirements. Physical health, employment stability, and private property protection are all important aspects of safety. These requirements include written employment contracts as well as perks such as a pension plan and sick pay. In the workplace, there should also be an emphasis on health and safety. Medical insurance and retirement funds are two types of employee perks that provide physical and financial security. Employees who believe they will not be laid off or fired in the near future are more relaxed and contented at work. Prioritizing health and wellbeing in the workplace is critical.

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