

A STUDY OF RENOVATING THE PYRAMID OF NEEDS AND RELATING TO EMPLOYEE RETENTION TOWARDS LEATHER INDUSTRY IN CHENNAI

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ABSTRACT:

This research aims to provide solutions for employee retention in the Leather Industry in Chennai based on Maslow's Hierarchy of Wants Theory, including methods to address several needs such as Physiological, Security, Loving, Esteem, and Self Actualization. Employee retention is a strategy for keeping employees in the organisation for a set amount of time. The company's strong retention rate may have a favourable influence. Organizations that keep their top performers are more likely to succeed in terms of performance while also saving money. The purpose of this study is to see how Maslow's hierarchy of wants affects employee retention and whether those variables have already been implemented at the organisation. 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, Maslow's hierarchy of needs has a favourable impact on staff retention. This implies that the higher Maslow's hierarchy of wants, the better staff retention.

Keywords: Employee Retention, Maslow's Hierarchy of Needs, Physiological, Security, Loving, Esteem, Self-Actualization.

INTRODUCTION

Employee Retention refers to a company's capacity to keep its staff. It is also known as a process in which resources are inspired and encouraged to stay in an organisation for a longer length of time in order to ensure the company's long-term viability.

Abraham Harold Maslow (April 1, 1908 – June 8, 1970) was an American psychologist best known for developing Maslow's hierarchy of needs, a psychological health theory based on prioritising the fulfilment of basic human wants, culminating in self-actualization. People are driven by five fundamental needs, according to Maslow's hierarchy of human needs. These requirements are listed in the order in which a person want to remain organised. These are the requirements:

1. PHYSIOLOGICAL NEEDS - These are essential requirements for human survival. Food, water, clothes, shelter, sleep, and sexual pleasure are all necessities.

2. SECURITY NEEDS - These include the desires to be free of physical danger as well as the fear of losing a job, employment stability, and health-care coverage, among other things.

3. LOVING NEEDS - People are social beings who require a sense of belonging, association, and acceptance from others in order to offer and receive friendship and affection.

4. ESTEEM NEEDS - Self-confidence, success, competence, knowledge, self-respect, and the desire for independence and freedom are all egoistic wants.

5. SELF-ACTUALIZATION NEEDS - The urge for self-actualization is at the top of the hierarchy. It is the drive to become the best version of oneself, to reach one's full potential and accomplish something.

The requirements are prioritised in order of significance, with the presumption that a lower-level need will be met before a higher-level need becomes a retention factor. People prioritise meeting their physiological demands. They desire stability, belongingness, esteem, and eventually self-actualization after their fundamental needs are met. When one need is met, a higher level need develops to fill the void. People are always seeking to meet new requirements. Because Abraham Maslow's need hierarchy theory is at the centre of my research. Because the study's goal is to determine the theory's relevance and applicability to leather firm employees, a thorough debate is necessary.

PROBLEM STATEMENT

Increased hiring, selection, training costs, and work interruptions might be a concern. Employees leave or quit jobs for a variety of reasons, including poor pay and benefits, a hostile work environment, frustration, constant conflict with superiors or coworkers, unfair treatment, and a lack of recognition; a challenging job, job security, motivation, and opportunities for career advancement. As a result, organisations should address these issues as soon as possible in order to keep their essential personnel. This research looks on the techniques used by leather companies to keep their employees.

REVIEW OF LITERATURE:

Jugurnath B et. al., (2016) have explored the factors that influence employee happiness and the link between satisfaction and retention Employee satisfaction was positively correlated with the determinants reward and recognition, involvement, physical work conditions, training and individual development, supervisor support, work-life balance, and work relations, and there was also a relationship between employee satisfaction and retention, according to the findings.

J.C. Wofford (2013), in his study illustrated that any 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.

Mehta (2006), in his study, indicated that Employee satisfaction is inversely proportional to stress, hence the higher the stress, the lower the employee contentment. Employees who are content with their employment are more likely to be creative, productive, and joyful, which encourages them to stay with the company for a long time. According to his research, employee happiness determines an employee's loyalty to the company. If an employee is dissatisfied with his or her employment, he or she may be less dedicated to the company. Also, commitment and turnover rate have an inverse connection, meaning that the larger the commitment, the lower the turnover rate.

Edward Lawler III and J.Lloyd Stuttle(2003) in their study that was examined A Need Hierarchy Causal Correlation Test revealed minimal evidence to support Maslow's notion of human need hierarchy. They did point out that there were two types of wants: biological and non-biological, and that non-biological needs would develop only once biological needs were met. They also discovered that the intensity of requirements varied by individual, with social needs predominating in some and self-actualization needs in others.

Douglas T.Hall and Khalil Nougaim(2002) in their study illustrated According to an examination of Maslow's Hierarchy in an Organization Setting, when managers rise in an organisation, their physiological and safety requirements become less important while their needs for affiliation, esteem, and self-actualization become more important. They arrive to the conclusion that the rise in need prominence was due to upward career transitions rather than the fulfilment of lower-order demands.

Vecchio (2000) has stated one of the highest human desires has been depicted. It encompasses the desires for high power, high rank, good job recognition, accomplishment, self-respect, prestige, and other people's attention. This kind of need may be addressed at work by a strong job title, positive feedback, and a high-status position.

Kreitner et al.,(1999) have examined The Hierarchy of Needs Theory is one of the most well-known ideas in the subject of human motivation, as well as one of the first to attempt to explain human behaviour in terms of meeting various human needs.

RESEARCH METHODOLOGY:

For data collection and analysis, the research methodology used was descriptive research design. With a sample size of 350 employees as targeted persons in Chennai city, the sampling approach used was Convenient Sampling Technique under Non – Probability Sampling. Primary data was collected using a questionnaire, while secondary data was collected through a review of literatures, websites, books, and interviews with people. The study's shortcomings include a small sample size of 350 respondents and a focus on people working in the leather industry. The research employs a set of organized, predefined questions. It is a scientific investigation. The data are depicted in the form of tables and charts and t test is used for statistical analysis.

OBJECTIVES OF THE RESEARCH

1. To study about the perception of employee retention in Leather Industry.
2. To ascertain the problems of the employees working in Leather Industry & give suggestions.
3. To analyze the hierarchy of needs set by Maslow with employee retention with special reference to Leather Industry.

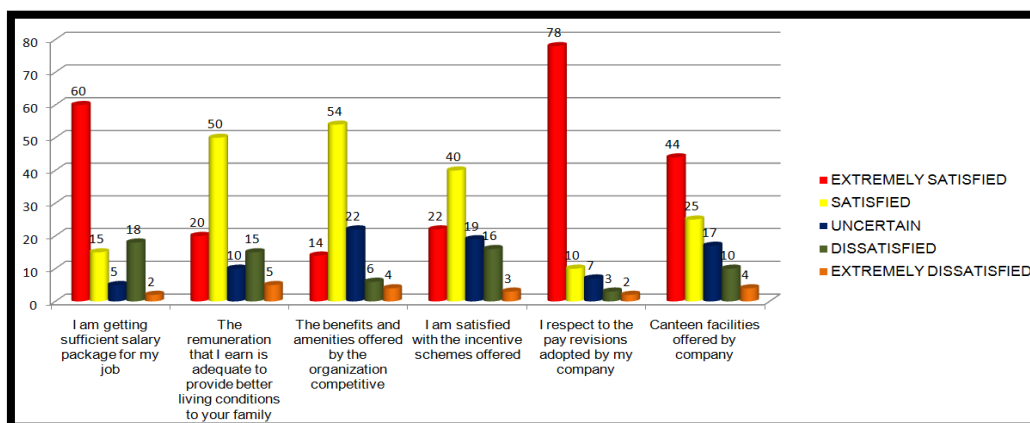
DATA ANALYSIS

The respondents were to agree or disagree to the statements related to the Employee Retention relating Maslow’s Hierarchy of Needs. The various needs are, Physiological Needs, Security Needs, Loving Needs, Esteem Needs and Self Actualization Needs . The agreement likert scale comprised 5 options such as Extremely Satisfied, Satisfied, Uncertain, Dissatisfied, and Extremely Dissatisfied. Their responses are presented in the form of tables and charts below,

TABLE.1. TABLE INDICATING SATISFACTION LEVEL OF PHYSIOLOGICAL NEEDS OF EMPLOYEES

PHYSIOLOGICAL NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
I am getting sufficient salary package for my job	210	60	52	15	18	5	63	18	7	2	350	100
The remuneration that I earn is adequate to provide better living conditions to your family	70	20	175	50	35	10	52	15	18	5	350	100
The benefits and amenities offered by the organization competitive	49	14	189	54	77	22	21	6	14	4	350	100
I am satisfied with the incentive schemes offered	77	22	140	40	66	19	56	16	11	3	350	100
I respect to the pay revisions adopted by my company	273	78	35	10	24	7	11	3	7	2	350	100
Canteen facilities offered by company	154	44	87	25	60	17	35	10	14	4	350	100

CHART.1. CHART REPRESENTING SATISFACTION LEVEL OF PHYSIOLOGICAL NEEDS OF EMPLOYEES

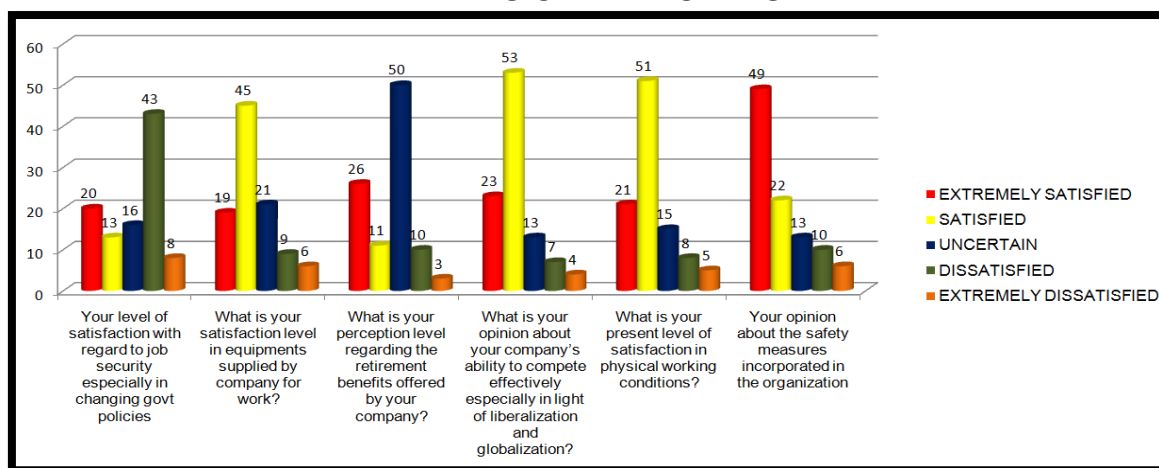


It is inferred from table and chart 1 that Majority (60%) are extremely satisfied that they are getting a sufficient salary package for their job. Majority(50%) are satisfied that the remuneration earned by them is only adequate in providing better living conditions to their family. Majority (54%) are satisfied that the benefits and amenities offered by the organization are competitive. Majority (40%) are satisfied with the incentives schemes offered. Majority (78%) are extremely satisfied that they respect to the pay revisions adopted by the company. Majority(44%) are extremely satisfied about the canteen facilities offered by the company,

TABLE.2. TABLE INDICATING SATISFACTION LEVEL OF SECURITY NEEDS OF EMPLOYEES

SECURITY NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Your level of satisfaction with regard to job security especially in changing govt policies	70	20	45	13	56	16	150	43	29	8	350	100
What is your satisfaction level in equipments supplied by company for work?	66	19	160	45	73	21	30	9	21	6	350	100
What is your perception level regarding the retirement benefits offered by your company?	92	26	38	11	175	50	35	10	10	3	350	100
What is your opinion about your company's ability to compete effectively especially in light of liberalization and globalization?	81	23	186	53	45	13	24	7	14	4	350	100
What is your present level of satisfaction in physical working conditions?	74	21	178	51	53	15	28	8	17	5	350	100
Your opinion about the safety measures incorporated in the organization	171	49	77	22	46	13	35	10	21	6	350	100

CHART.2. CHART REPRESENTING SATISFACTION LEVEL OF SECURITY NEEDS OF EMPLOYEES

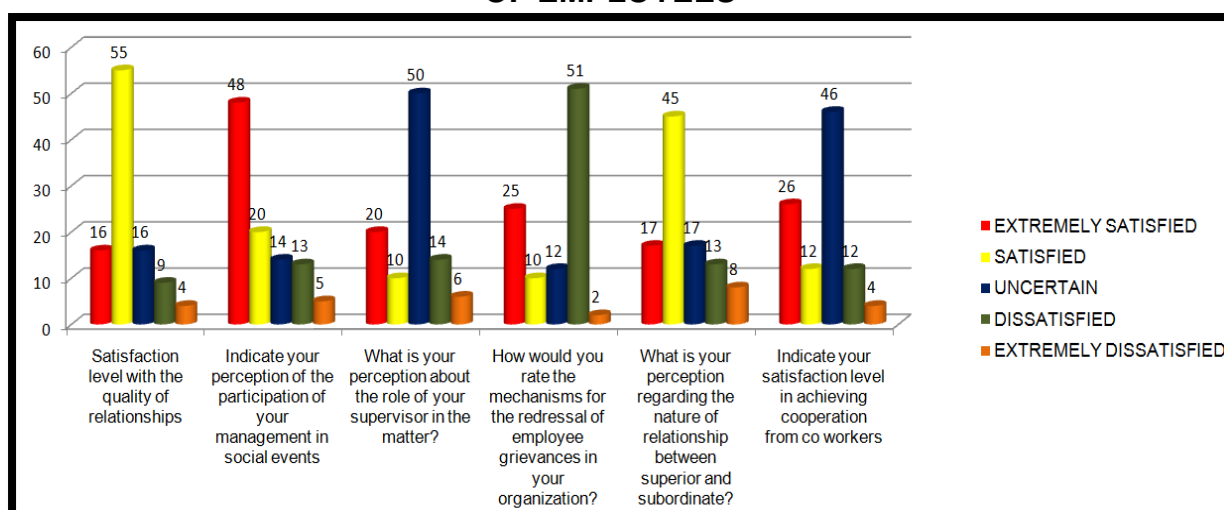


It is inferred from table and chart 2, Majority (43%) are dissatisfied about the job security with regard to changing government policies, Majority (45%) are satisfied about the equipments supplied by company for work, Majority (50%) are uncertain about the retirement benefits offered by the company, Majority (53%) are satisfied about their company’s ability to compete effectively especially in light of liberalization and globalization, Majority (51%) are satisfied about the physical working conditions at present, Majority (49%) are extremely satisfied about the safety measures incorporated in the organization.

TABLE.3. TABLE INDICATING SATISFACTION LEVEL OF LOVING NEEDS OF EMPLOYEES

LOVING NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
Satisfaction level with the quality of relationships	56	16	193	55	56	16	31	9	14	4	350	100
Indicate your perception of the participation of your management in social events	168	48	70	20	49	14	45	13	18	5	350	100
What is your perception about the role of your supervisor in the matter?	70	20	35	10	175	50	49	14	21	6	350	100
How would you rate the mechanisms for the redressal of employee grievances in your organization?	88	25	35	10	42	12	178	51	7	2	350	100
What is your perception regarding the nature of relationship between superior and subordinate?	60	17	157	45	60	17	45	13	28	8	350	100
Indicate your satisfaction level in achieving cooperation from co workers	91	26	42	12	161	46	42	12	14	4	350	100

CHART.3. CHART REPRESENTING SATISFACTION LEVEL OF LOVING NEEDS OF EMPLOYEES



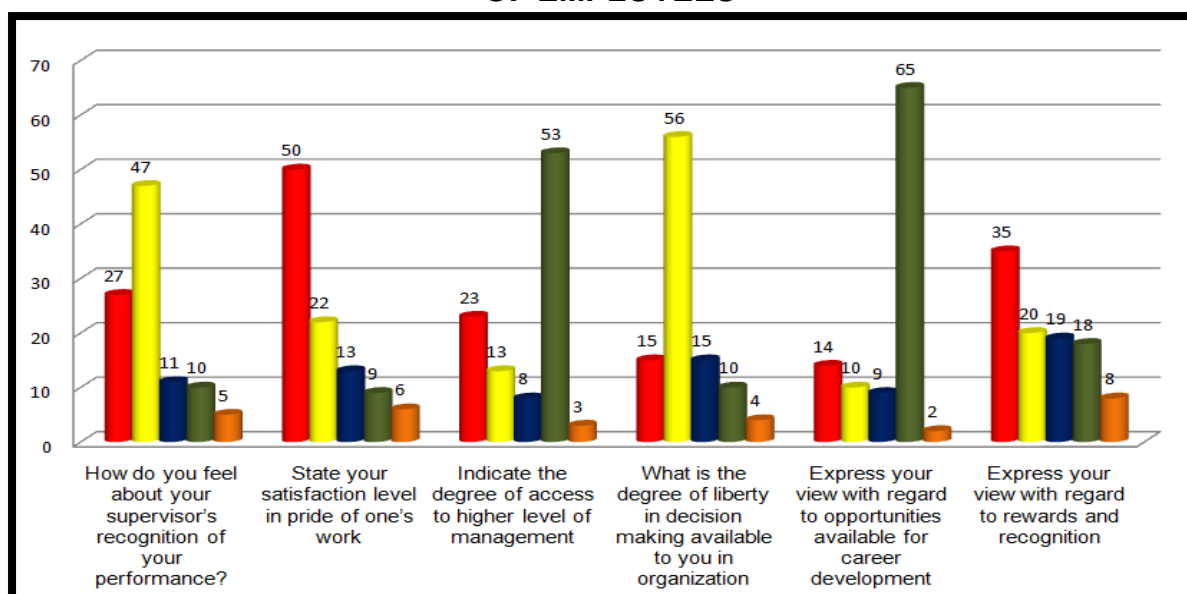
It is inferred from table and chart 3 that Majority (55%) of respondents satisfied with the quality of relationship, Majority (48%) are extremely satisfied about the

participation of management in social events, Majority (50%) of respondents are uncertain about the role of supervisor in matters of employees, Majority (51%) of respondents are dissatisfied with the mechanisms for the redressal of employee grievances in your organization, Majority (45%) of respondents satisfied regarding the nature of relationship between superior and subordinate, Majority (46%) of respondents are uncertain in achieving cooperation from co workers.

TABLE.4.TABLE INDICATING SATISFACTION LEVEL OF ESTEEM NEEDS OF EMPLOYEES

ESTEEM NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
How do you feel about your supervisor's recognition of your performance?	94	27	164	47	39	11	35	10	18	5	350	100
State your satisfaction level in pride of one's work	175	50	77	22	46	13	31	9	21	6	350	100
Indicate the degree of access to higher level of management	81	23	46	13	28	8	185	53	10	3	350	100
What is the degree of liberty in decision making available to you in organization	53	15	195	56	53	15	35	10	14	4	350	100
Express your view with regard to opportunities available for career development	49	14	35	10	31	9	228	65	7	2	350	100
Express your view with regard to rewards and recognition	122	35	70	20	67	19	63	18	28	8	350	100

CHART.4.CHART REPRESENTING SATISFACTION LEVEL OF ESTEEM NEEDS OF EMPLOYEES

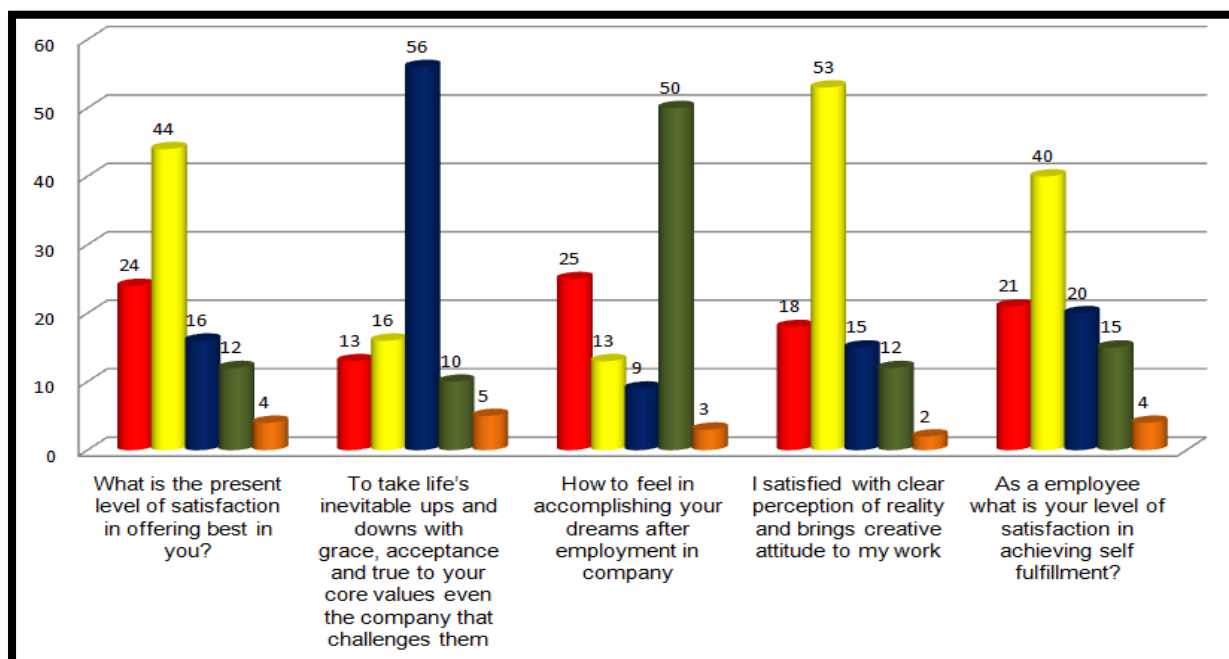


It is inferred from table and chart 4 that Majority (47%) are satisfied about the supervisor's recognition to their performance. Majority (50%) are extremely satisfied about the pride of employees work. Majority (53%) are dissatisfied about the degree of access to higher level of management. Majority (56%) are satisfied about the degree of liberty in decision making available in the organization. Majority (65%) are dissatisfied about the opportunities available in company for career development. Majority (35%) are extremely satisfied about the rewards and recognition.

TABLE.5.TABLE INDICATING SATISFACTION LEVEL OF SELF ACTUALIZATION NEEDS OF EMPLOYEES

SELF ACTUALIZATION NEEDS	EXTREMELY SATISFIED		SATISFIED		UNCERTAIN		DISSATISFIED		EXTREMELY DISSATISFIED		TOTAL	
	F	P	F	P	F	P	F	P	F	P	F	P
What is the present level of satisfaction in offering best in you?	84	24	154	44	56	16	42	12	14	4	350	100
To take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them	45	13	56	16	196	56	35	10	18	5	350	100
How to feel in accomplishing your dreams after employment in company	88	25	45	13	32	9	175	50	10	3	350	100
I satisfied with clear perception of reality and brings creative attitude to my work	63	18	185	53	53	15	42	12	7	2	350	100
As a employee what is your level of satisfaction in achieving self fulfillment?	73	21	140	40	70	20	53	15	14	4	350	100

CHART.5. CHART REPRESENTING SATISFACTION LEVEL OF SELF ACTUALIZATION NEEDS OF EMPLOYEES



It is inferred from table and chart 5 that Majority (44%) of respondents satisfied about their present level of satisfaction in offering best in them. Majority (56%) of respondents are uncertain to take life's inevitable ups and downs with grace, acceptance and true to your core values even the company that challenges them. Majority (50%) of respondents are dissatisfied in accomplishing your dreams after employment in company. Majority (53%) of respondents are satisfied with clear perception of reality and brings creative attitude to my work. Majority (40%) of respondents are satisfied in achieving self fulfillment.

TABLE 4.6.HYPOTHESIS TESTING 1 – T TEST

H0 = There is no significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

H1 = There is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

VARIABLES	GENDER	N	MEAN	S.D	"t value	"p value
Physiological Needs	Male	230	1.3568	1.0195	37.886	0.000**
	Female	120	0.7079			
Security Needs	Male	230	1.0420	0.7625	38.905	0.000**
	Female	120	0.5436			
Loving Needs	Male	230	1.6572	1.0733	43.958	0.000**
	Female	120	0.8646			
Esteem Needs	Male	230	1.6854	1.0974	43.723	0.000**
	Female	120	0.8793			
Self Actualization Needs	Male	230	1.6661	0.9158	51.791	0.000**
	Female	120	0.8692			
Employee Retention Strategies	Male	230	21.4616	27.2671	254.698	0.000**
	Female	120	11.1973			

***Significant at $p < 0.001$

It is inferred from table 6 that all the null hypothesis are rejected as the p value is lesser than 0.001, so we accept alternate hypothesis. Hence, there is a significant difference between male and female with respect to the Maslow hierarchy of Needs and Employee Retention.

RECOMMENDATIONS:

1. Employees' fundamental requirements should be met by the firm, and they should be able to live a happy life. The remuneration package supplied to employees must be improved urgently. People are more motivated to come to work when they feel valued.
2. Management of the leather sector should provide a favourable atmosphere guaranteeing job security to employees in the rising situation of new economic policies accompanied by globalisation and liberalisation. 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. To create a welcoming environment, Make significant connections with your coworkers. Share your thoughts and comments. Demonstrate empathy and concern for their personal and professional well-being. Take the time to learn about their backgrounds and ambitions. Along with its growth route, the organisation should give opportunity for people to further their careers.
4. Praise for accomplishments fosters great performance, which benefits both the individuals and the company. Companies may make workers feel that their best interests matter and that leadership cares about their aspirations, objectives, health, and general well-being by implementing a "Personal Development Plan."

CONCLUSION:

The study of employee retention is primarily focused with linking Maslow's hierarchy of wants. Employee retention is beneficial to your company's health and performance. Abraham H. Maslow, a renowned psychologist who proposed the first theory of motivation, the Need Hierarchy Theory, provided the most commonly acknowledged account of human needs. Physiological Needs, Security Needs, Loving Needs, Esteem Needs, and Self-actualization Needs were listed in ascending order of importance. As a consequence, the majority of employees are really happy to remain with the leather firm and have offered several enhancements based on my findings. As a result, the employee retention research based on Maslow's Hierarchy of Needs theory provides a beneficial path for overcoming staff retention difficulties.

PHYSIOLOGICAL NEEDS - MAKE IT FAIR

To "MAKE IT FAIR" to all employees, the initial topic exposed the hardship of physiological requirements of employees. Provide competitive financial incentives to employees to meet their physiological needs at work.

SECURITY NEEDS - MAKE IT SAFE

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.

LOVING NEEDS - MAKE IT CULTURE

The third and most crucial element highlighted clearly depicts employees' loving needs to "MAKE IT CULTURE" in the workplace. To meet employees' needs for belonging, create a friendly workplace culture built on mutual respect. Friendship, social integration, family, and romantic connections are all examples of belonging needs.

ESTEEM NEEDS - MAKE IT PERSONAL

The fourth topic indicated employees' desire to "MAKE IT PERSONAL" to all workers. To meet workers' esteem requirements, publicly recognise outstanding achievers and present them with personally satisfying tasks.

SELF ACTUALIZATION NEEDS - MAKE IT DEVELOP

The final and most important element disclosed clearly depicts the requirement for employees to "MAKE IT DEVELOP" in order to create progress for the company's employees. Employees' demands for self-actualization are frequently disregarded in organisations. To please workers, provide comprehensive staff development programmes and give enough opportunities for professional progression inside your firm. As a result of utilising Maslow's Hierarchy Needs theory, I conclude that employees in this leather firm will be kept.

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