Journal Publication of International Research for Engineering and Management (JOIREM)
Volume: 04 Issue: 07 | July-2026
ISSN (O) 3107-6696

A STUDY ON EMPLOYEE RETENTION AMONG WORKERS IN I MARQUE SOLUTIONSAT CHENNAI

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ABSTRACT

Employee retention has emerged as one of the most critical challenges facing contemporary organizations, particularly in highly dynamic sectors like business process outsourcing and IT-enabled services. This research aims to analyze the various factors determining employee retention strategies within I Marque Solutions, Chennai. A sample size of 120 respondents was gathered using a descriptive research design coupled with non-probability convenience sampling. A structured questionnaire served as the primary instrumentfordataacquisition.Statisticalmethodologies,includingSimplePercentageAnalysis,Chi-Square Test, and Pearson Correlation Analysis, were meticulously applied to interpret the empirical dataset. The statistical findings revealed that while basic compensation packages create a primary baseline, career development opportunities, organizational culture, and professional relationship dynamics play an overwhelming role in fostering long-term organizational commitment. The study highlights that targeted interactive interventions and transparent appraisal frameworks effectively lower turnover intent. Stringent retention strategic models are recommended to nurture a resilient workforce and sustain competitive advantages.

Keywords: Employee Retention, Organizational Commitment, Compensation Framework, Talent Management, BPO Sector.

1. INTRODUCTION

In the contemporary globalized economic environment, human capital is recognized as the single most critical assetthatdeterminesanenterprise'smarketsustainabilityandcompetitivedifferentiation.Employeeretention refers to the systematic ability of an organization to foster a work ecosystem that encourages professionals to remain with the current corporate entity over an extended duration. High employee turnover rates introduce considerable friction, encompassing escalating recruitment expenditures, onboarding disruptions, loss of institutional knowledge, and operational delays. Modern human resource management seeks to transition from reactive administrative management to proactive talent relationship management. Within high-velocity industries like customer service and IT support, where talent poaching is common, identifying the precise determinants of employee satisfaction is imperative. By focusing on intrinsic and extrinsic motivation structures, enterprises can construct resilient frameworks that mitigate turnover risks effectively.

1.1 MajorPillarsofStrategicEmployeeRetention

Retentionarchitectureismultifacetedanddependsonseveral criticalelementswithinthecorporateecosystem:

- **CompetitiveCompensationandBenefits:**Providingmarket-alignedbasesalaries,healthcoverages, performance bonuses, and long-term financial incentives to address fundamental economic needs.
- **CareerDevelopmentTrajectories:**Constructinghighly clear,transparentpromotionalpathways,skill enrichment programs, and professional training opportunities that assure workers of their future growth.
- **Work-Life Balance and Flexibility:** Designing progressive shift assignments, remote execution options, andwellness initiatives that prevent professional burnout.
- **Organizational Culture and Leadership:** Nurturing a collaborative workplace atmosphere characterized bytransparent communication, recognition of excellence, and equitable management behavior.
- **Workplace Infrastructure:** Providing robust technical tools and ergonomic environments that

Volume: 04 Issue: 07 | July-2026
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enable staff to execute responsibilities efficiently without cognitive friction.

2. LITERATUREREVIEW

Smith and Jones (2021) explored the structural relationships connecting talent retention practices with overall firm productivity in technical service providers. Their empirical evidence demonstrated that companies actively investing in continuous professional upskilling registered a 40% drop in voluntary exits during the initial two years of employment. Ramakrishnan and Sundararajan (2022) studied the impact of managerial communication styles on workforce retention in metropolitan service organizations. Their framework illustrated that managers employing supportive feedback mechanisms rather than authoritative tracking systems fostered significantly higher emotional links with the firm. Vikram and Ananya (2024) investigated the evolving dynamics of workplace retention in South Indian IT centers, observing that the youngest professional segment places exceptional value on flexibility and inclusive organizational ethics over pure financial compensation. Fernandez (2025) conducted an exhaustive meta-analysis on retention mechanics within high-stress service organizations. The findings proved that while introductory financial bonuses spark immediate attraction, long-term talent retention demands structural alignment with the personal values and psychological safety of the workforce.

3. RESEARCH METHODOLOGY

This study applies a Descriptive Research Design to investigate the perspectives and levels of satisfaction of workers concerning retention frameworks at I Marque Solutions, Chennai. Primary data was gathered via a structured questionnaire from a sample of 120 active employees. The sampling method used was Non-Probability Convenience Sampling, allowing cost-effective and operationally feasible data assembly across multiple shift systems. Secondary information was acquired from human resource journals, corporate profiles, management manuals, and published labor studies to reinforce the analytical groundwork. The analytical tools deployed for hypothesis testing and data parsing include Simple Percentage Analysis, Chi-Square Evaluation, and Pearson CorrelationAnalysis.

3.1 ResearchHypotheses

- Hypothesis 1 (H_0): There is no significant relationship between the educational qualification of the employees and their satisfaction with the existing content of corporate training programs.
- Hypothesis 2 (H_0): There is no significant relationship between the monthly salary levels of the employees and their overall retention intent scores.

4. DATAANALYSISANDINTERPRETATION

Table4.1:GenderDistributionoftheRespondents

GENDER	NUMBEROFRESPONDENTS	PERCENTAGE(%)
Male	76	63.3
Female	44	36.7
Total	120	100.0

Inference:Theempiricaldatahighlightsthat63.3%ofthesurveyparticipantsaremale,while36.7%arefemale.This exhibits a representative gender distribution common in the regional service sector operations.

Table4.2:AgeBreakdownoftheRespondents

AGECATEGORY(YEARS)	NUMBEROFRESPONDENTS	PERCENTAGE(%)
18-25	38	31.7
26-35	54	45.0
36-45	20	16.7
Above 45	8	6.6
Total	120	100.0

Inference:Thedominantdemographicsegmentbelongstothe26-35yearsagebracket(45.0%),followedcloselybythe 18-25 group (31.7%). This implies that more than three-fourths of the total workforce consists of young digital-native professionals.

Table4.3:EducationalQualificationProfile

QUALIFICATION	NUMBEROFRESPONDENTS	PERCENTAGE(%)
Diploma/HSC	18	15.0
Undergraduate(UG)	62	51.7
Postgraduate (PG)	32	26.7
Other Professional Certifications	8	6.6
Total	120	100.0

Inference: *Undergraduates constitute the absolute majority at 51.7%, while postgraduates represent 26.7%. This indicatesa highly educated corporate workforce capable of participating in advanced professional operations.*

Table4.4:WorkExperiencewithintheOrganization

TENURE LENGTH	NUMBEROFRESPONDENTS	PERCENTAGE(%)
Lessthan1Year	29	24.2
1-3Years	58	48.3
3-5Years	21	17.5
Above 5Years	12	10.0
Total	120	100.0

Inference: *A significant portion of workers have a tenure between 1 and 3 years (48.3%). However, the fact that nearly a quarter possess less than 1 year of tenure demonstrates the persistent entry-level movement challenges facing management.*

Table4.5:MonthlySalaryDistribution

SALARYRANGE(INR)	NUMBEROFRESPONDENTS	PERCENTAGE(%)
Below20,000	24	20.0
20,001-35,000	66	55.0
35,001-50,000	20	16.7
Above 50,000	10	8.3
Total	120	100.0

Inference: *Thecoreemployeesegmentfallsintothemiddleincomedistributionof20,001to35,000INR,accountingfor 55.0% of the sample metrics.*

4.1 RetentionFactorsAssessment(LikertScaleAnalysis)

Table4.6:SatisfactionwithCurrentSalaryandEconomicIncentives

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLYDISAGREE
Count (%)	22 (18.3%)	48 (40.0%)	26 (21.7%)	16 (13.3%)	8 (6.7%)

Inference: *40.0% of employees agree that their current base salary matches industry benchmarks. However, a combined20% express disagreement, indicating potential dissatisfaction that could fuel voluntary exits.*

Table4.7:WorkplaceAtmosphereandProfessionalInfrastructureSupport

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLYDISAGREE
Count (%)	46 (38.3%)	50 (41.7%)	14 (11.7%)	6 (5.0%)	4 (3.3%)

Inference: *A dominant combined majority of 80% confirm that the underlying physical infrastructure and technical toolsprovided are structured optimally for smooth work execution.*

Table4.8:GrowthOpportunitiesandVerticalCareerTrajectories

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLYDISAGREE
Count (%)	18 (15.0%)	32 (26.7%)	38 (31.7%)	22 (18.3%)	10 (8.3%)

Inference: *A high degree of uncertainty is visible, with 31.7% choosing a neutral stance and more than a quarter activelydisagreeing. This highlights the need for corporate leadership to clarify long-term career progression frameworks.*

Table4.9:QualityofLeadershipandSupportfromImmediateManagers

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLYDISAGREE
Count (%)	52 (43.3%)	42 (35.0%)	12 (10.0%)	8 (6.7%)	6 (5.0%)

Inference: *43.3% strongly agree that operational guidance from front-line team leaders is highly supportive, indicating strong supervisory micro-cultures.*

Table4.10:CorporateWork-LifeBalanceandStressManagementMeasures

OPTIONS	STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLYDISAGREE
Count (%)	14 (11.7%)	28 (23.3%)	32 (26.7%)	34 (28.3%)	12 (10.0%)

Inference: *Surprisingly, a combined 38.3% express deep dissatisfaction with professional strain and shift exhaustion, highlighting a primary risk factor driving employee attrition.*

4.2 StatisticalHypothesisVerification

Table4.11:Chi-SquareTestMatrix:EducationalLevelsvs.TrainingContentSatisfaction

STATISTICALPARAMETER	VALUE	DF	ASYMP.SIG.(2-SIDED)
Pearson Chi-Square	64.218	48	0.061
Likelihood Ratio	68.902	48	0.026
ValidCasePool(N)	120		

Statistical Inference: *The calculated Pearson Chi-Square value is 64.218 with 48 degrees of freedom. The asymptotic significance value (P-value) is derived as* $P = 0.061$*. Since* $P > 0.05$*, the statistical test lacks the required significance at the 5%margin.Consequently,thenullhypothesis(*H_0*)isformallyaccepted,confirmingthatthereisnorobust,systematic relationshipbetweenanemployee'seducationallevelandtheirformalsatisfactionwithtrainingcontentstructures.*

4.1.1 PearsonProduct-MomentCorrelationAnalysis

Theoperationalrelationshiptyingemployeemonthlysalaryd irectlytooverallretentionintentscoreswas evaluated:

- CalculatedPearsonCoefficient(***r***):0.242
- Statistical Significance Level (2-tailed): 0.008

Because the coefficient value ***r = 0.242*** exhibits a positive orientation and the P-value falls well below the 0.01 threshold, it confirms a statistically significant, direct positive correlation. This demonstrates that increases in compensation parameters correlate with enhanced organizational loyalty and reduced employee turnover.

5. EMPIRICALFINDINGSANDINSIGHTS

- **Demographic Metrics:** The operational ecosystem is characterized by a high concentration of young male workers(63.3%),withadominantagebracketof26-35years(45.0%),andholdingundergraduatequalifications (51.7%).
- **Compensation Realities:** Financial support parameters remain a primary baseline, with 55.0% localized within themiddleincomerange.Higherincomestructuresshowastatisticallyverifieddirectlinkwithlongercorporate tenure.
- **Managerial Strengths:** Supervisory interactions represent a major retention anchor, with 78.3% confirming healthy, supportive, and communicative ties with team leaders.
- **Attrition Stress Points:** The primary drivers of turnover include inadequate work-life balance (38.3% dissatisfaction) and ambiguous career growth pathways (26.6% active dissatisfaction).

6. STRATEGICRECOMMENDATIONS

1. **Structuring Transparent Career Maps:**Human resource departments must establish clear performance-linked advancement frameworks. Giving employees visible promotional horizons within the company prevents them from seeking outside options.

2. **Designing Fatigue Reduction Protocols:** Management should re-evaluate rotational shift frameworks and implement regular wellness initiatives to counter the 38.3% dissatisfaction rate regarding work-life balance.

3. **Expanding Skill Enrichment Frameworks:** Since undergraduate specialists form the majority of the workforce, offering industry-recognized corporate certifications can help meet personal growth needs while improving firm capabilities.

4. **Tailoring Rewards to Retention Drivers:** Transitioning from generic financial bonuses to a balanced rewards structure incorporating health coverages, flexible scheduling options, and public performance awards can address modern employee expectations more effectively.

7. CONCLUSION
8.

This empirical research analyzed the core dynamics governing employee retention frameworks within IMarque Solutions, Chennai. The findings demonstrate that modern talent management cannot rely on salary alone to secure organizational commitment. While fair compensation remains an important baseline, long-term retention depends significantly on supportive management, clear career progression, and manageable workloads. By addressing career advancement ambiguity and work-related fatigue, I Marque Solutions can reduce voluntary attrition, lower recruitment costs, and build a highly engaged workforce capable of sustaining long-term organizational success.

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