

**Report On**  
**Employee Retention Factors of Route to Market International**  
**Limited**

**By**  
**Naushin Mahmud Sarna**  
**ID: 18264064**

An internship report submitted to the Graduate School of Management (GSB) in partial fulfillment of the requirements for the degree of Master of Business Administration

Graduate School of Management (GSB)  
BRAC University  
July 2021

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**Internship Report**

**On**

**Employee Retention Factors of Route to Market International Limited**



Inspiring Excellence

**Submitted To:**

Dr. M. Nazmul Amin Majumdar  
Professor (Adjunct), Graduate School of Management (GSB)  
BRAC University.

**Submitted By:**

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**Course Code:** BUS699

**Submission Date:** July 28, 2021

## Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing my degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material that has been accepted or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

### Student's Full Name & Signature:

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Naushin Mahmud Sarna

ID: 18264064

### Supervisor's Full Name & Signature:



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Dr. M. Nazmul Amin Majumdar  
Professor (Adjunct)  
Graduate School of Management (GSB)  
BRAC University  
66 Mohakhali, Dhaka-1212

## Letter of Transmittal

Dr. M. Nazmul Amin Majumdar  
Professor (Adjunct)  
Graduate School of Management (GSB)  
BRAC University  
66 Mohakhali, Dhaka-1212

**Subject:** Submission of report on Employee Retention Factors of Route to Market International Limited.

Dear Sir,

I am very pleased to submit my internship report on Employee Retention Factors of Route to Market International Limited. As it is an important part of the MBA degree requirement, I have included all the knowledge I gained from my academic knowledge. I tried my best to prepare this internship report though I have to face various challenges and obstacles while making this internship report.

I would like to thank my supervisor for guiding me to prepare the report. Hence, I hope you will appreciate the information that I have provided in the report. However, this report shows some limitations because of the lack of my knowledge and shortage of time duration. Please inform me if you have any inquiries about the report, I am glad to provide you any help to clarify my report.

Sincerely yours,



---

Name: Naushin Mahmud Sarna

ID: 18264064

Graduate School of Management (GSB), BRAC University

Date: July 28, 2021

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Route to Market International Limited and the student Naushin Mahmud Sarna, at BRAC University.

I am Naushin Mahmud Sarna, hereby declare that the presented report of internship entitled Employee Retention Factors of Route to Market International Limited is prepared by me, after the completion of three months internship program in Route to Market International Limited. I also confirm that the report was prepared only for my academic purpose, not for any other purpose. It might not be used in the interest of the opposite party of the organization.

## **Acknowledgment**

First of all, I would like to thank Almighty Allah for giving me the strength to complete my internship with attachment to Route to Market International Limited for three months. I would like to thank Almighty for guiding me for the timely completion of this internship report. I would also like to thank my parents for their continuous support during the toughest three months of my graduation life without which I would be unable to complete my internship.

Next, I would like to thank all the people who had a significant contribution in helping me throughout my internship and in fulfilling the requirements for the internship program at BRAC University. Firstly, I would like to thank my faculty supervisor Dr. M. Nazmul Amin Majumdar Professor (Adjunct), and co-supervisor Ms. Parveen Sultana Huda, for being so kind and patient with me and guiding me while I was learning and continuously making mistakes. I am grateful to all of you for contributing to the successful completion of my internship at Route to Market International Limited.

I must not forget to mention my appreciation to Mr. Sarkar Imran Mahmud, Senior Executive, HR & Admin of Route to Market International Limited under whose supervision I went through my internship. Moreover, my thanks go to Mr. Koushik Islam, IT Officer of Route to Market International Limited for their kind support and most importantly for providing the learning opportunity for me during the internship tenure. At the same time, I would like to thank my other colleagues of RTM who provided me with enormous insights and helped me to learn the situation of the real business world.

Last but not the least, I am grateful to BRAC University which is the reason I am standing here on the precipice of earning my MBA degree successfully.

## **Executive Summary**

Employee retention is an effort made by an employer to retain its key employee. The success of any organization largely depends on its employees. The more employees spend years in an organization the more they become loyal towards the organization that is why employee retention is so important for any organization. Excessive turnover may incur costs to the organization including advertisement cost, recruitment cost, training cost, and many more. So retention of an employee for a longer period helps the organization to save this cost. The whole report explains the factors that affect employee retention. As the working environment plays an important role in the retention of key employees, maintaining a communicative working environment helps in retaining those employees. In good working environment employees share healthy bonding, maintain a supportive relationship between superior and subordinate that fosters employee retention in the organization. Most of the employees feel frustrated and leave the job due to job stress, imbalance in work life, conflict in job roles. This problem can be solved if employees are provided with better facilities. Proper reward and recognition, promotion policy, competitive salary can help in retaining key employees. In the study, it is found that employees are unhappy with their career growth through organizations invest a lot in training and development programs but employees can't see growth in their career and this ultimately raises the turnover level and to retain these employees organization should develop training programs depending on employees need and knowing about employee's criteria.

Here it can say employees are the key assets of any organization if they get frustrated that will affect their job and they will think about leaving the job so to retain their organization should come up with some new ideas by creating job engagement, by providing extra facilities and flexibility.

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# **Chapter 1: Overview of Internship**

## **1.1 Student Information:**

I am Naushin Mahmud Sarna my ID is 18264064. I am doing a Master of Business Administration at BRAC University. My major is Human Resource Management. I need to submit an internship report for the completion of my degree that is why I am preparing a report on Employee Retention Factors of Route to Market International Limited.

## **1.2 Internship Information:**

### **1.2.1 Period:** March 24, 2021, to June 24, 2021

Company Name: Route to Market International Limited

Department: Human Resource

Address: 222, Tejgaon Industrial Area. Dhaka-1208 Bangladesh

### **1.2.2 Supervisor's Information:**

Name: Sarkar Imran Mahmud

Position: Senior Executive, HR & Admin

### **1.2.3 Job Scope :**

Job Description: Intern HR & Admin

Duties/Responsibilities:

1. Maintain HR payroll software.
2. Maintain regular attendance.
3. Prepare employee information files and updates them when required.
4. Maintain office stationary record & ensure timely distribution.

## **1.3 Internship Outcomes:**

**1.3.1 Student's contribution to the company:** I have worked as HR & Admin where I have done team tasks, prepare and update all employees' data and work on the administrative issue.

**1.3.2 Benefits to the student:** As a student in the internship program I have learned a lot that will help me in my whole career. As an HR & Administration, I have learned to deal with various types of people and learning management skills. Here practical knowledge and experience that I have got will help me to apply it in other sectors. The internship program helps me to apply theoretical knowledge on a practical basis. So it can say, internship program plays a vital role it has great benefits for the career growth of a student because with this program I have learned how to work in a corporate environment and to deal with the situation.

**1.3.3 Problems/Difficulties:** The main problem that I faced while doing the internship was the home office. It is difficult to communicate at the same time gathering information becomes difficult for me.

There are some other difficulties that I had faced during the internship program those are given below:

Firstly, they have less information on their recruitment and selection process. So it is difficult to collect real information. They hide information about recruitment and selection procedures and also they maintain confidentiality from the public.

Secondly, as they have less number of employees, it is difficult to collect proper information and also there are difficulties while collecting information from employees through mobile phones. Miscommunication takes place in some situations as everyone is doing home office.

## Chapter 2: Organization Overview

### 2.1 History of Route to Market International Limited (RTM)

Route to Market International Limited (RTM) was established in January 2012. It provides a customized and innovative route to market solutions to renowned global and local conglomerates including Nestle, Malee, Dan Foods Ltd., Dhaka Ice Cream Industries Ltd., BEOL, Perfetti Van Melle, Ion Exchange, and Bkash. The main strength of RTM is its commitment to its customers and employees. RTM's uniqueness lies in its specialization in distribution operations and also sales and distribution channel coverage through ample expertise in Modern Trade, Direct sales, Retail Chain Stores, institutional channels to covering Schools, Hospitals, RMG factories, and more. As a fast-growing distribution solution provider, RTM is committed to offering the most reliable and best value services to its customers being committed to society.

**RTM** is part of **Pandugar Group**. It is a Private Limited Company. It has four offices in Dhaka city. Thus, let us take a glimpse at its sister concerns to understand what RTM is truly all about.

**UDDL:** It has gained priceless trust through its commitment toward quality, customer service, and engagement, and on-spot troubleshooting. It is recognized as an exemplary organization for its unbelievable employee retention for the last 20 years.

**Dhaka Ice Cream Industries Limited (DIIL):** DIIL is the producer and seller of one of the most trusted ice cream brands in Bangladesh, "Polar". This is the pioneer company in the ice cream industry in Bangladesh.

**Dan Foods Limited (DFL):** It's a joint venture of Pandugar Group and DAN CAKE A/S. It has set up a very high-quality standard in every phase of the business process. Dan Foods Limited, Bangladesh is the first and only venture of Dan Cake A/S outside Europe.

**Interstoff Apparels:** It is a state-of-the-art manufacturing facility, one of the most efficient RMG producers in Bangladesh with 11,000 employees' teams. The names of the brands they are working with clarify the rest. They produce garments for – Tesco PLC, Carrefour, H & M hennes&Maruitz AB, Marks and Spencer, Chaps, Abercrombie & fitch, MEXX.

## **2.2 Overview of the company**

### **OT**

- Everyday door to door delivery
- Merchandising/Visibility
- Planogram
- Daily off-take report per outlet/Area
- Assist in annual contract
- Consumer Sampling – Product Tasting/Activation
- Conduct customized promotion
- Manpower support
- Warehousing/Transportation/Logistic support

### **Retail**

- Retail outlet census
- Outlet/Route/Product/Category wise sales/Offtake report
- Channel specific strategy and Action plan
- Joint annual business plan
- Model distributor – roll out in other places
- Total manpower support

#### **2.2.1 Vision**

To be recognized as the most reliable and Best Value Services provider among one million outlets being socially responsible.

#### **2.2.2 Mission**

Want to deliver service excellence to all the customers by constantly challenging the system, procedure, and training to maintain a cohesive and professional team.

## **2.3 Management Practice**

### **Integrity**

- We follow integrity in every step of our work.
- We are honest about what we do.

### **Ownership**

- We build personal ownership to support and develop both the business and the people.
- We have passion with intense involvement to shape personal responsibility and challenge for improved performance.

### **Teamwork**

- $2 + 2 = 5$
- Whether we agree to disagree, but united in the end to show mutual respect and build mutual trust.
- We share our ideas, solutions, and best practices to promote integrity & transparency.

### **Achievement**

- We have set high targets in the things that matter and hit them through outperforming.
- Competition and delivering on promises.
- We want to provide the consumer with what they would like.

## **Business portfolio**

- Import / Export
- Distribution Channels
- Business Partners
- Zero B

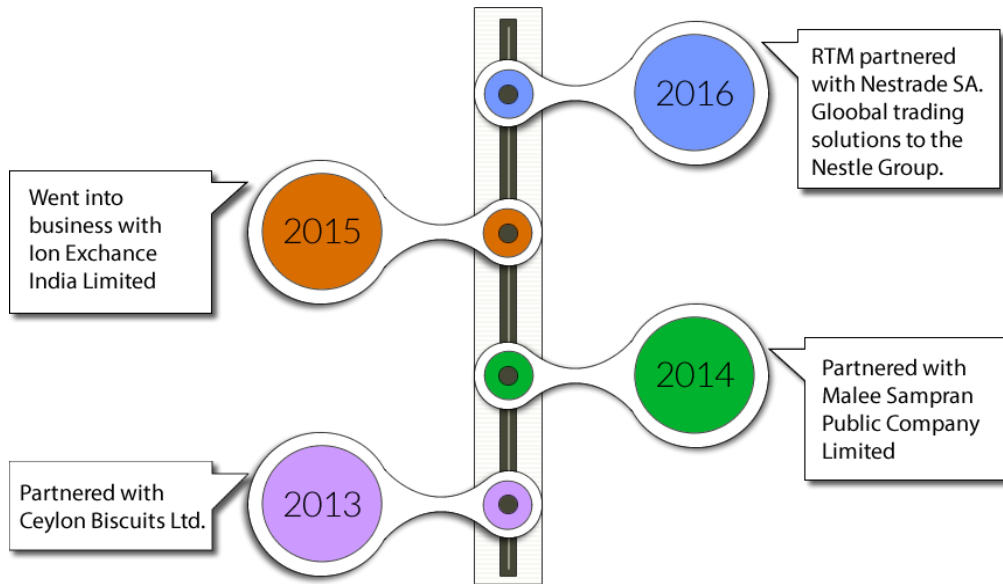
## **2.4 Marketing Practice**

### **2.4.1 Import/ Export**

RTM Broke boundaries, went beyond limiting thoughts, and is now the best import distribution house in Bangladesh. To ensure efficiency, they want to provide state of art services and as a result, they are trying to implement TQM in the entire distribution system. The import portfolio is an amalgamation of partnerships with various global brands spanning the entire globe. At present, they regularly import various confectionery items, fruit juices, chocolates, and FMCG products from Thailand, India, Indonesia, and UAE.

RTM has always maintained its business ethics, commitment to serve their cause, and contribution to bettering the lives of consumers, the quality of their products, consumer acceptability, and their potential in the local market. Once on board with a brand, RTM stands relentlessly ready to penetrate the Bangladesh market through strong pull-driven brand exclusivity, geographic coverage all across the nation, and trade channel reliability.





## **2.4.2 Distribution Channel:**

### ➤ **Modern Trade**

Equipped with a highly energized and competent sales and marketing team, they have 97 percent of modern trade coverage in Bangladesh. We ensure the most optimized service frequency along with an appropriate brand promoting team to maximize the sales of the brands in the stores.

### **Distribution Service Support**

- Ensuring prompt supplies of stocks after receiving orders.
- Support of sales personnel to continuously pursue outlets for order.
- A well-defined reporting system for daily work appraisal.
- Providing credit period to distributors for ensuring free flow of goods.
- Branding support to the product in the forms of displays, banners, and other promotional means.

➤ **Non-Retail Channel**

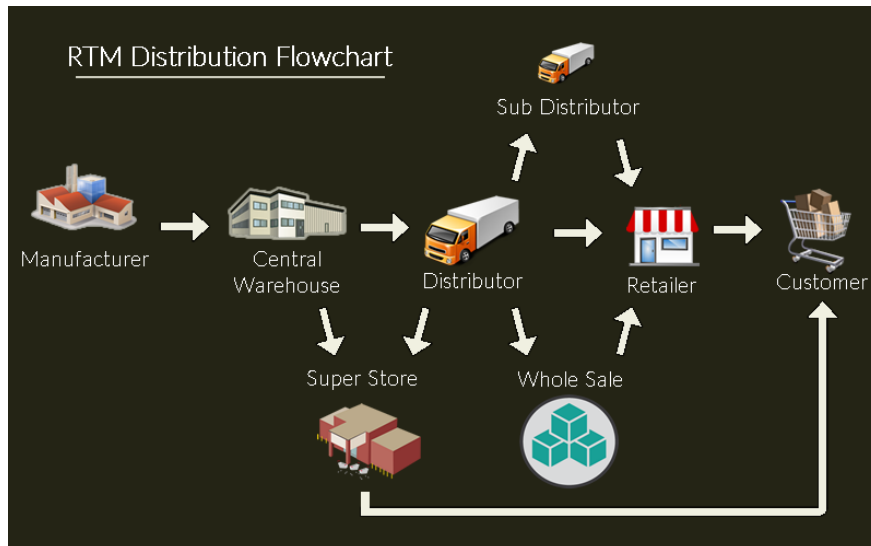
RTM has a unique network in hotels, restaurants, and cafeterias. At present they are covering these three units with a range of food baskets. Currently, they have about 500 customers of hotels, restaurants, and cafeterias in Dhaka city under our coverage.

Channel	Category A	Category B	Category C
Hotels	5	26	400
Restaurants			150
Cafeterias	1	40	250
<b>Total</b>	6	66	800

Table 1 Non-retail Channel

➤ **Institution**

RTM is the only company that covers the canteens of all corporate. RTM's institutional channel covers hospitals, schools, colleges, universities. It also covers domestic and international airlines as well as gives service to corporate with gift hampers and other specialized services required by them. It also covers local and international fairs in the town. They have a special fair management team for participating in fairs to sell and promote brands.



**Business Partners:**

- Dan Cake                                      Bkash                                      Nestle
- Malee    Perfetti Van Melle                      BEOL

**Zero B**

The flagship brand of Ion Exchange (India) Ltd. is the pioneer of the revolutionary RO technology, in India. With its strong National and International presence, Zero B has emerged as one of the premier Water and Environment Management Companies in India. RTM is the sole distributor of Zero B in Bangladesh.

## 2.5 Industry and Competitive Analysis

### SWOT Analysis

#### Strengths

- Huge skilled manpower
- Loyal and returning customer with high satisfaction level
- A great relationship with local businesses
- Multifunctional company affiliation

#### Weaknesses

- Lack of marketing budget
- Customers come from word of mouth that limit the marketing process
- The website is not attractive

#### Opportunities

- Brand awareness creates in local events
- Strategic alliances help to expand the business market
- The company creates market demand both at the local and MNC level

#### Threats

- Competition is high as other sales and distribution companies are opening with great speed
- Advertisement cost is getting high
- Official documentation takes huge time

# **Chapter 3: Project Part: Employee Retention Factors of Route to Market International Limited**

## **3.1 Introduction of the Report:**

Theoretical knowledge and practical training are not the same things. A practical field of work provides more knowledge than can be gained from the theoretical field. The goal of the internship is to apply one's theoretical knowledge in the practical field. In this way, the internship is a practical application of knowledge and gaining practical experience by engaging oneself in different and distinct sectors of work. That is why the internship program is also included in the curriculum of MBA of BRAC University, which is undertaken in the different organizations of the country. This report is prepared by practicing Human Resource activities on the employee retention of Route to Market International Limited. I aim to become a good HR and Admin. That is why; I was looking for a company where I can apply my knowledge. Then I have successfully got the chance for an internship in the said company. After joining that company, I have learned many things relating to human resources and administrative activities. Having sufficient information regarding employees influences me to do the report.

Route to Market International Limited is a customized and innovative company, which is part of Pandughar Group. RTM's slogan is "To become one of the best distribution companies ensuring a high level of customer satisfaction through better and improved quality products and services being socially responsible".

In the internship program, I was attached to a host organization named Route to Market International Limited. This report is prepared based on my practical experiences on the day to day corporate activities, theoretical experience, and close supervision of my internal support as well as my official supervisor.

### **3.1.1 Problem Statement:**

The retention of an employee for a longer period is quite difficult to handle for an organization where every individual has some individual demand. In today's competitive world every organization is trying to gain maximum results and it's only possible when an employee remains with the organization for a longer period. It's really important to understand the various problems faced by the organization and use some methods to overcome these problems and retain employees in the organization.

The purpose of the study is to identify the reasons why employee turnover is high in Route to Market International Limited and how to retain those employees in the organization for a longer period that will in the long run raise the productivity of Route to Market International Limited.

### **3.1.2 Objectives of the Report:**

The underlying objectives of this report can be classified into the two following ways:

#### **Broad Objective:**

- To determine the factors that are affecting employee retention and making it stable at a satisfactory level in Route to Market International Limited.

#### **Specific Objectives:**

- To identify the factors that motivate an employee to retain in Route to Market International Limited.
- To identify the challenges in retaining the employees of Route to Market International Limited.

### **3.1.3 Scope of the Report:**

The main focus of this study is to find out the factors that are affecting employee retention of Route to Market International Limited and the perspective of employees towards the organization as well as the relation of employer and employees. The study shows that every factor has some significant effect on retaining employees of the organization. Employee retention can be easy for RTM if they can ensure a proper working environment, reward, and recognition along with the work-life balance of employees.

### **3.2 Review of the literature:**

(Wikipedia, 2021) Employee retention is a strategy where employers try to retain their productive workforces. It depicts the ability of an enterprise to retain its valuable employee for a longer period. It is a strategy where an employer finds various paths to keep its employees in the organization. A high level of turnover rate means the organization is in a deep problem which will cause low employee morale, poor employee-manager relationships, lack of recognition, and other severe issues. Sometimes a well-paid salary can't retain employees because of low satisfaction levels and commitment towards the organization.

(Das & Baruah, 2013) Explain that employees who are serving for a longer period in an organization ensure the long-term success of the organization. The main reason for remaining in an organization depends on customer satisfaction, organizational performance in terms of increased sales, satisfied colleagues and reporting staff, effective succession planning, etc.

According to (Dutta & Banerjee, 2014) several factors affect employee retention. To retain key talent management should be attentive about the compensation and rewards packages, job security, training and developments, supervisor support culture, and work environment. A trustworthy relationship between employer and employees helps the organization to retain its crucial employees for a longer period. Job security and safe working conditions will create an atmosphere of trustworthiness.

(Sinha & Sinha, 2012) Stated that skill recognition, working environment, job flexibility and job security, training and career development program as well as the superior-subordinate relationship, are the various factors that work as a driver for employee retention.

( Netswera & Rankhumise, 2005) Expressing that company to compete spends a lot to retain key employees because the cost of losing an important employee is huge and goes beyond monetary measurement. Losing key employees gives facility to competitor firms. Competitors get an advantage if another organization loses their key employees and thus they offer facilities to retain experienced employees of another organization.

According to (James & Mathew, 2012) employee turnover has become a normal issue in today's business world. Employees leave the job due to job stress, lack of working environment, job dissatisfaction, and also personal dissatisfaction and this dissatisfaction arises from several factors such as compensation, job security, the relationship between supervisor and other employees. Retention would be effective if causes of turnover can be diagnosed properly. Employee retention is important for both employees and employers. Employee dissatisfaction hinders the path of employee retention and it is the responsibility of the employer to retain employees for a longer period otherwise they will lose talented performers.

(Springer Link, 2009) Describe it is an important role of an organization to secure and retain skilled employees as employee's knowledge and experience is the main pillar of company's competitiveness. Organizational and personal factors affect employee retention so to retain star performers these factors should be carefully maintained because experienced employees have the knowledge about the whole organization and they can serve better than the new employees.

(Hima, 2017) Explain that employee retention means holding employees within an organization. Several factors may influence the retention of key employees and this may also affect the working pattern of employees. If any of the factors are not fulfilled it will be difficult for the organization to hold its employees. Financial and non-financial benefits, organizational relationships, organizational policies, professional environment, employee empowerment, work-life balance are taken as the influencers of employee retention. So to hold key performers it is obvious to fulfill these factors.

(Aranjan & Sankar, 2019) State that retention is an important aspect for any organization. Employing the best employee is important but to hold an employee for a longer period is more important as well as difficult for the organization. Employee retention is affected by some factors and those factors depend on organizational climate.

(Tadesse & Mekonnen, 2018) Express that employees have the tendency to switch jobs and it's the responsibility of the employer to take some actions to prevent employee switching. Co-worker



relationships, working environment, remuneration, and organizational commitment have a positive effect on employee retention. Employees provide their time, energy for the success of the organization and in return, they won't benefit and recognition. If their requirement won't be fulfilled they feel that the organization can't give proper treatment and they switch the organization. So to reduce the switching tendency, organizations should come up with new retention strategies.

As it can say several factors that affect retention also has some cost to the organization Such as Recruitment Cost, Training Cost, Lost Productivity Cost, and Lost Sales Cost. So replacing an employee shows downturns, poor management, instability, and lack of good planning.

### **3.3 Methodology of the Report:**

The source of data is being collected by both primary data and secondary data. Primary data was collected through a questionnaire given to the respondents of Route to Market International Limited. The sample size is 50. Secondary data is collected through reading various materials such as books, journals, articles, etc.

The collected data was first ordered in a table for each of the questions using Microsoft Excel software to interpret and draw calculations keeping in mind the objectives of the study.

#### **3.3.1 The Measuring Instrument:**

The structured questionnaire method I have used for the study. There are various instruments in the quantitative study. I have used one method of data research that is quantitative analysis for the study. Quantitative data are numeric data or the data gathered is calculated numerically. I have used different quantitative analysis methods such as graphs and charts. I have calculated the Mean, Median, and Mode of each question which allows calculating the data more appropriately. Quantitative data analysis is the calculation of data through statistical techniques.

The questions used for data collection have 5 factors and also have 20 questions. Each factor is measured by some questions.

### **3.3.2 Population and Sampling Procedure:**

The target population is 200 and among all the members I have selected existent employees because they are the people who can give a proper reason for their retention and information about the high turnover rate that will help me to find out the factors that affect retention of Route to Market International Limited.

Sample procedure is a very important issue of sampling and data collection. By sampling procedure, I decide the sampling unit and sample size. The sample size is 50 and here, I have used a simple random sampling method so that every member of the population has a known and equal chance of selection.

### **3.3.3 Limitations of the Study:**

The major limitation of my work was my duration of internship of three months and of course the lockdown situation. These three months are very short to adapt as well as to develop a relationship with colleagues as most of the time I have to work from home.

However, to make this report I faced some restrictions in the time of collecting data:

- At the time of preparing the survey, employees are not willing to give information as it is taken over the phone.
- Since the filling of questionnaires and interviews need special attention so maybe the employees are less interested in listening.
- Restriction of giving internal information.
- Employees and organization's unwillingness to share information regarding turnover reasons.

## 3.4 Findings & Analysis

### Analysis

#### 3.4.1 Figure: 01

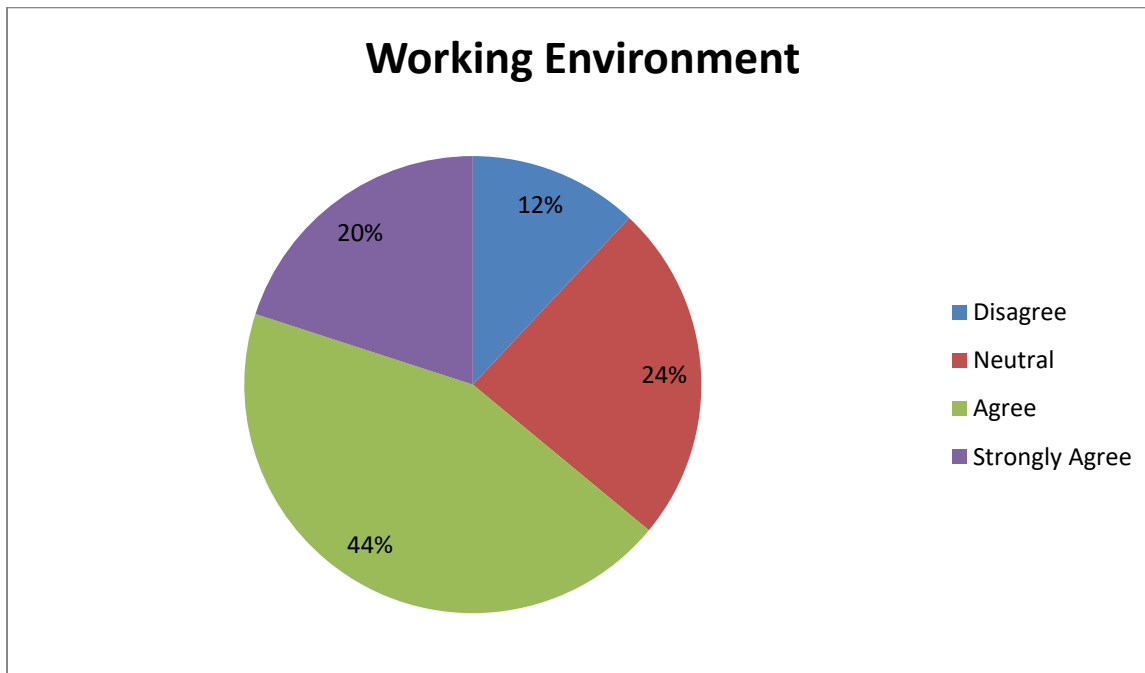


Figure 1 Working Environment

#### Interpretation:

The working environment plays a major role in employee retention in any organization. Here above in the chart, the majority of respondents that are 44% of employees agree with the fact and the minority 12% of employees disagrees with the fact that Route to Market International Limited maintains a proper working environment. So, it shows employees are quite happy with the working conditions.

### **3.4.2 Figure: 02**

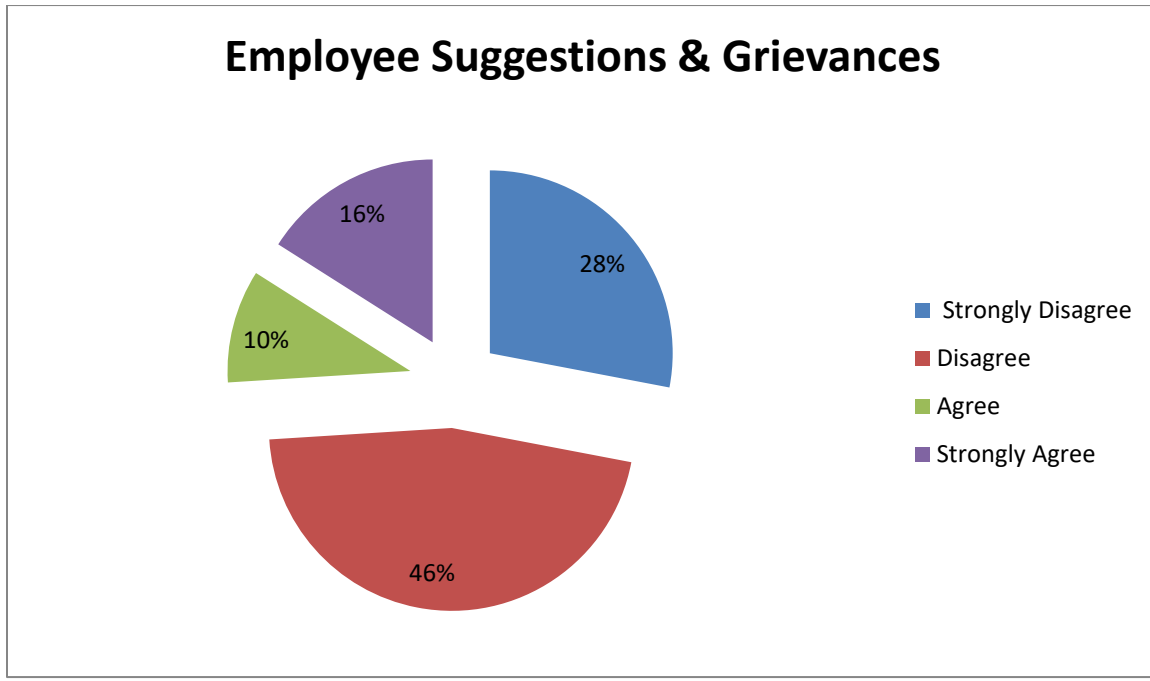


Figure 2 Employees' Suggestions and Grievances

#### **Interpretation:**

Employees are the main key to the success of any organization. In RTM majority that is 46% disagree this means management does not consider employees' suggestions and grievances on the other hand minority that means 10% agree. This shows that employee retention is in a vulnerable situation because if employees' needs are not prioritized then retention would be difficult.

### **3.4.3 Figure: 03**

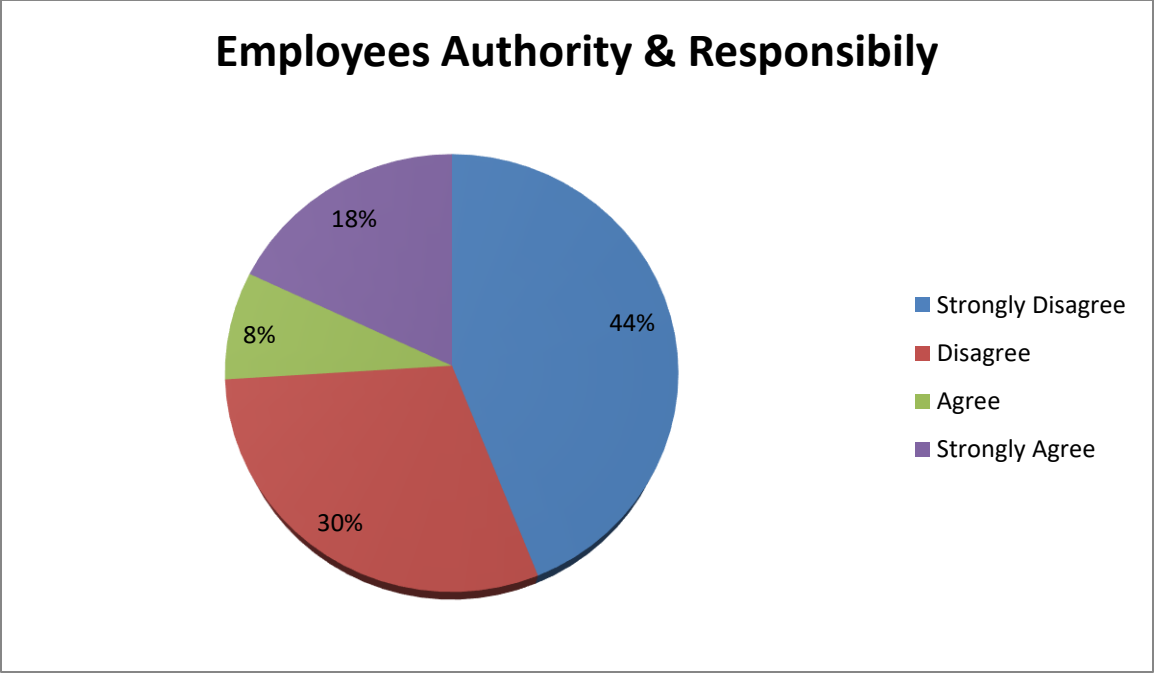


Figure 3 Employees Authority and Responsibility

**Interpretation:** Retention of employees would be easy when employees will get proper authority and responsibility to take any decision. Here on the above graph shows that 44% of employees strongly disagree that they have the right to take decisions where only 8% that is a minority agree. So, it can say to retain key employees some authority and responsibility should be given to employees.

**3.4.4 Figure: 04**

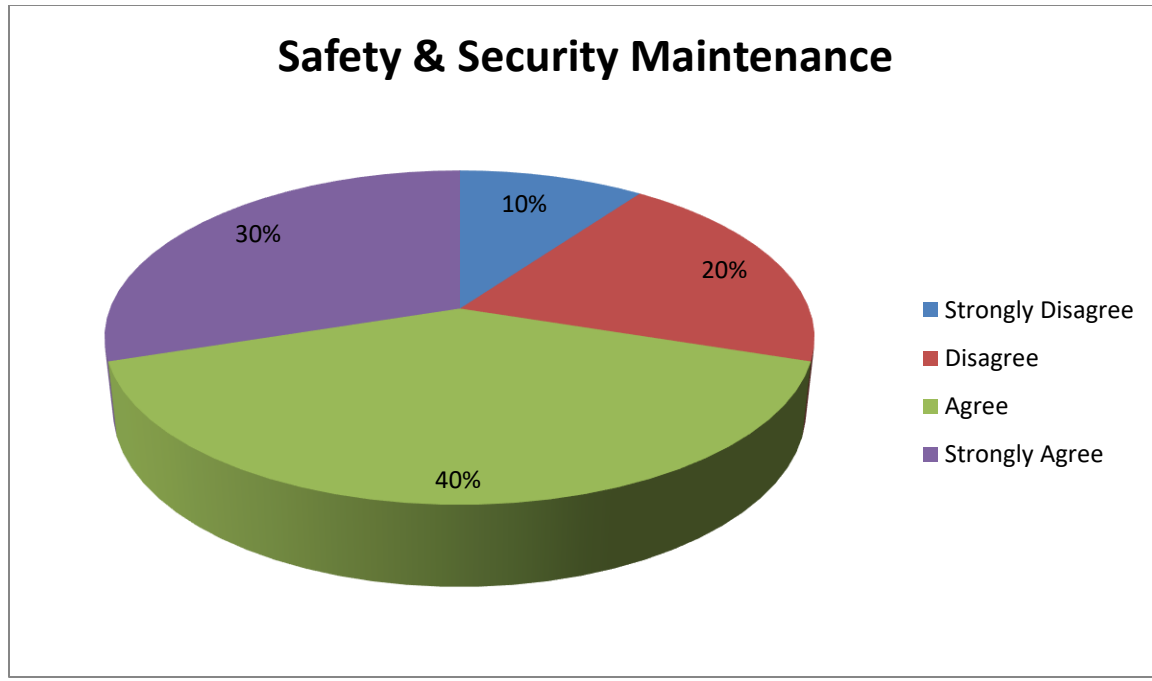


Figure 4 Safety & Security Maintenance

**Interpretation:** In the above diagram it shows that the majority 40% agree that they have safety and security and the minority 10% strongly disagree. Safety and security in the organization provide employees assurance and it helps the organization to retain talent in the organization.

### **3.4.5 Figure: 05**

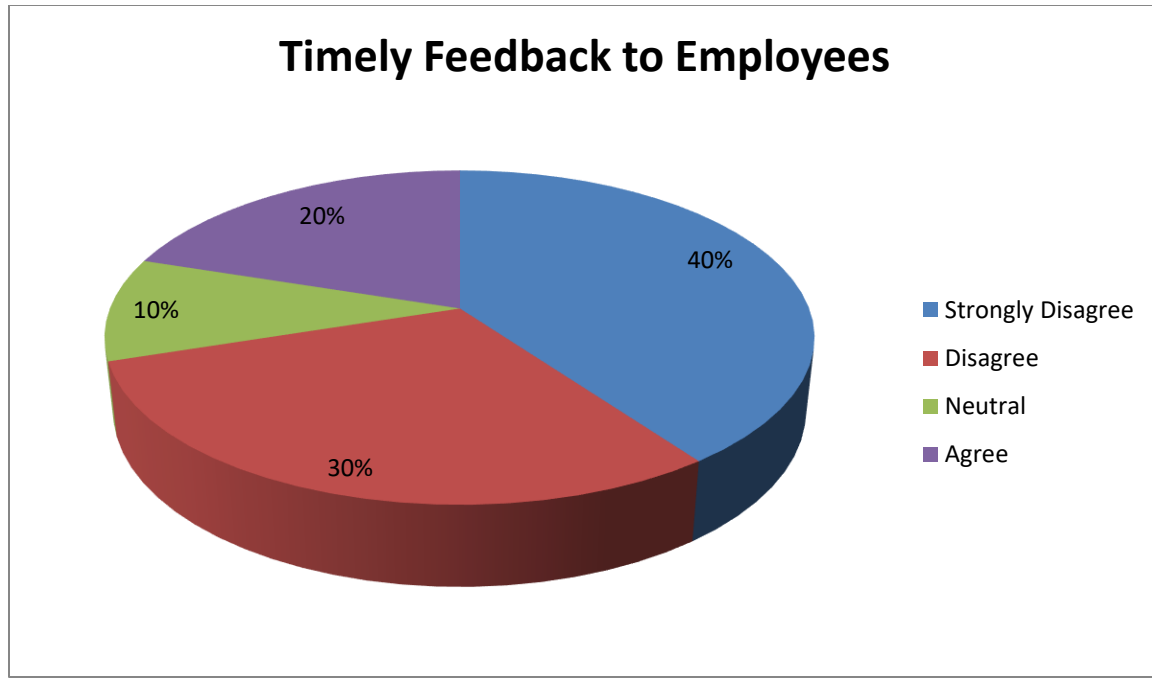


Figure 5 Timely Feedback to Employees

**Interpretation:**

In RTM, the majority of the employees disagree that they get timely feedback from supervisors; almost 40% strongly disagree with fact. 10% remain neutral and 20% agree. It shows the highest numbers of employees are not happy with their supervisors. This will ultimately affect employee retention. If employees are dissatisfied, organizations will face difficulty in retaining key employees.

**3.4.6 Figure: 06**

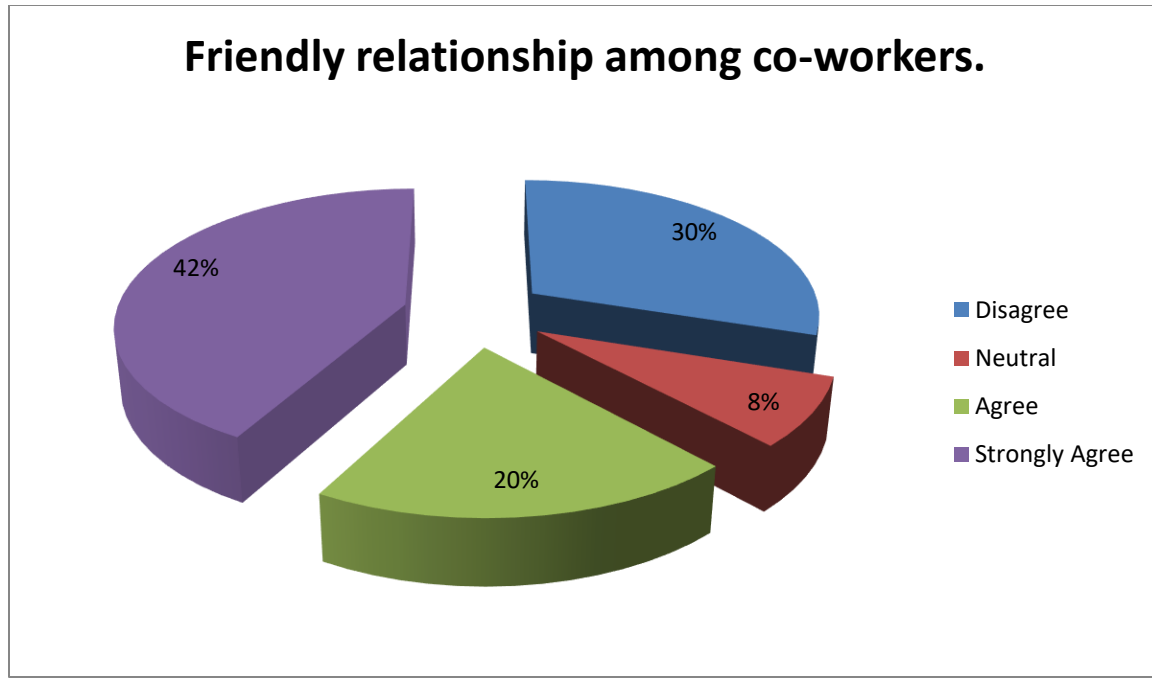


Figure 6 Friendly Relationship among co-workers

**Interpretation:** In the survey, it is found that there is a strong relationship among co-workers 42% strongly agree that they have friendly relations with each other and a few remain neutral that is 8%. If employees share a friendly relationship they become self-motivated to work hard and become loyal towards the organization.

**3.4.7 Figure: 07**



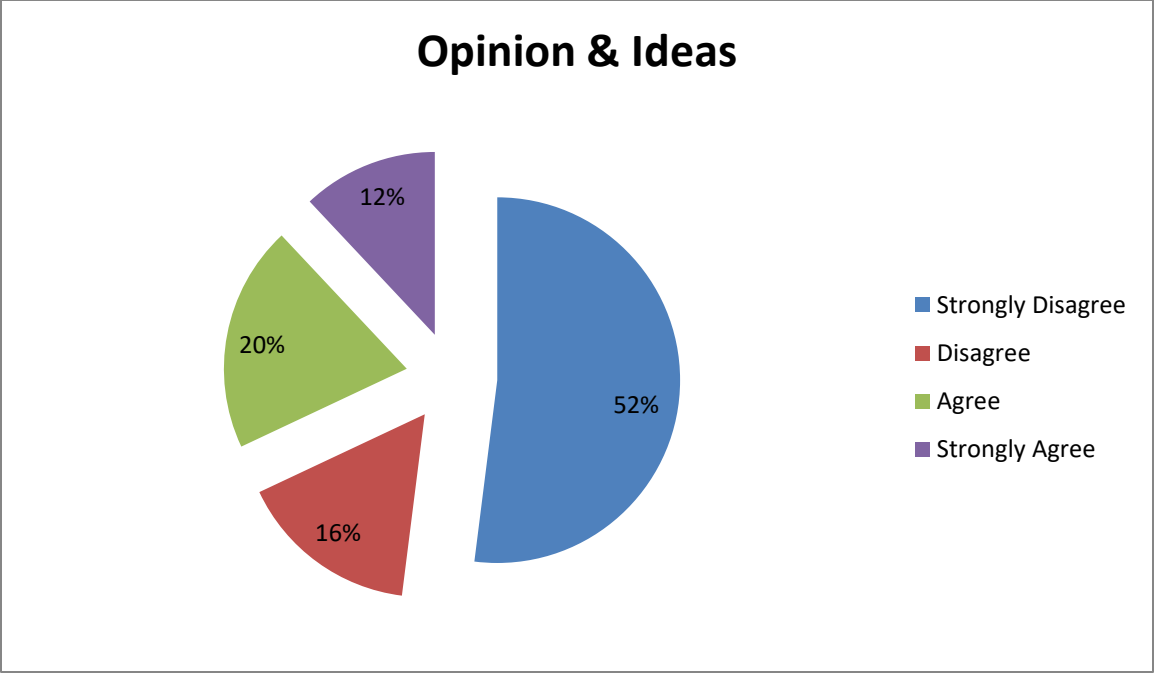


Figure 7 Opinion & Ideas

**Interpretation:**

The majority of respondents of RTM strongly disagree that their opinion is taken for decision making or any other issue, almost 52% strongly disagree. Here minorities strongly agree 12% that their opinions and ideas are valued. So it can say retention would be difficult if employees won't get priority or if their opinions are not valued.

**3.4.8 Figure: 08**

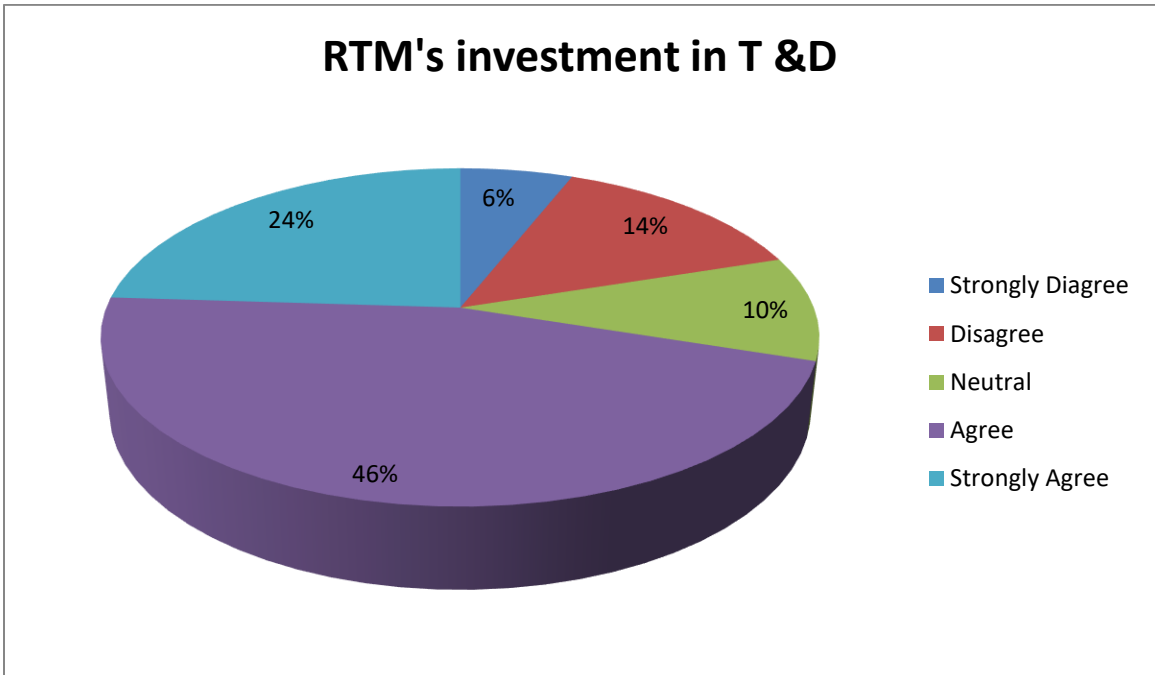


Figure 8 RTM's investment in T &D

**Interpretation:** Training and development programs play a crucial role in an employee’s career. Here majority 46% agree that RTM invests properly in the training and development of employees and the minority 6% strongly disagrees about the training program to retain employees for a longer period works great.

**3.4.9 Figure: 09**

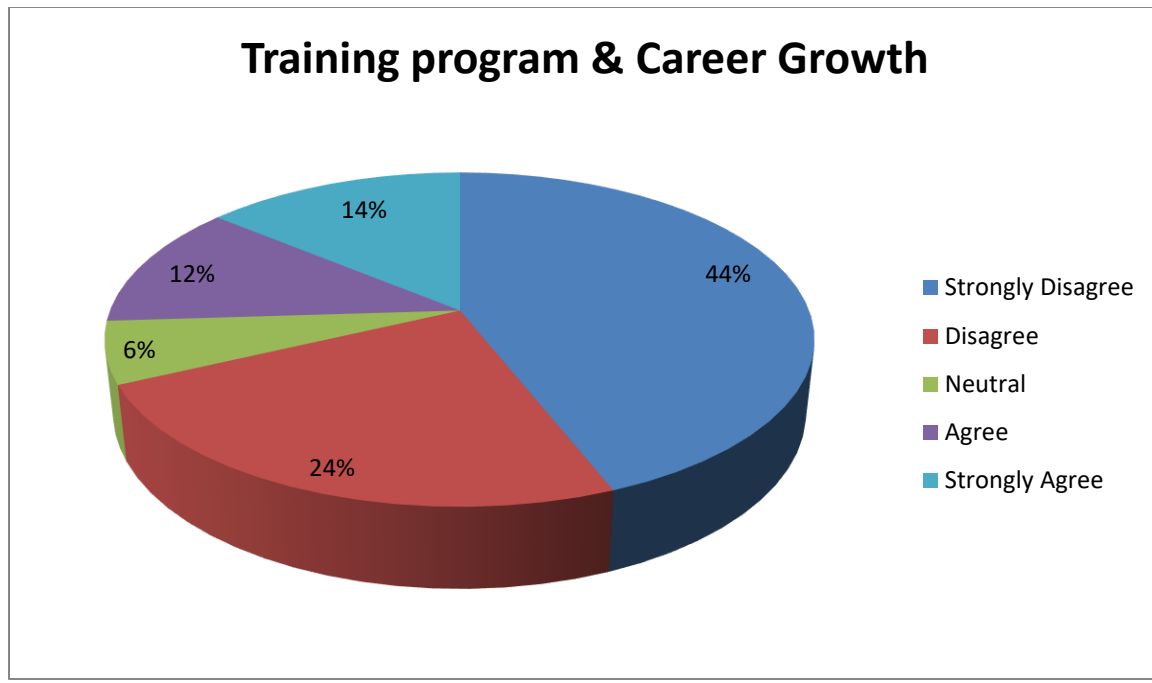


Figure 9 Training program & Career Growth

**Interpretation:** RTM invests properly in training and development. The majority 44% strongly disagree that this training won't help in their career growth and the minority remains neutral 6% and 12% agree that training provided by RTM is good enough. Retention would be difficult if employees won't see career growth and the organization needs to offer training that maximizes career growth.

**3.4.10 Figure: 10**

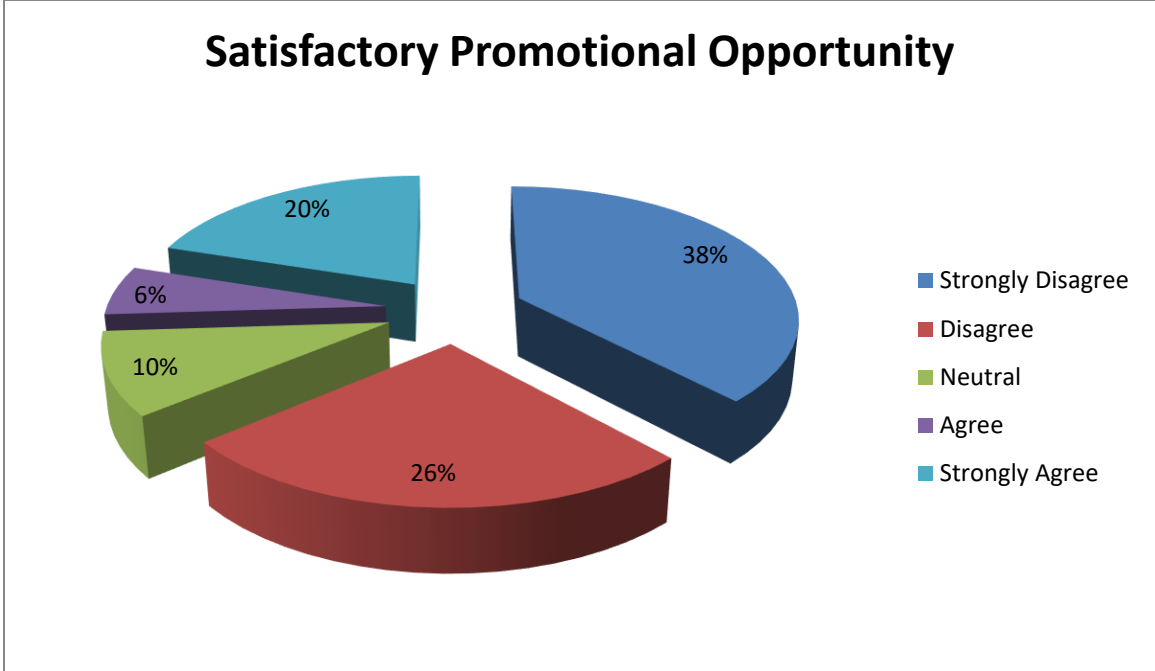


Figure 10 Satisfactory Promotional Opportunity

**Interpretation:** The majority of respondents 38% strongly disagree that in the organization there is any promotional opportunity and a minority 6% agree with the fact. The above chart shows that promotional opportunities are less in the organization and that severely affects the retention of key employees.

### **3.4.11 Figure: 11**

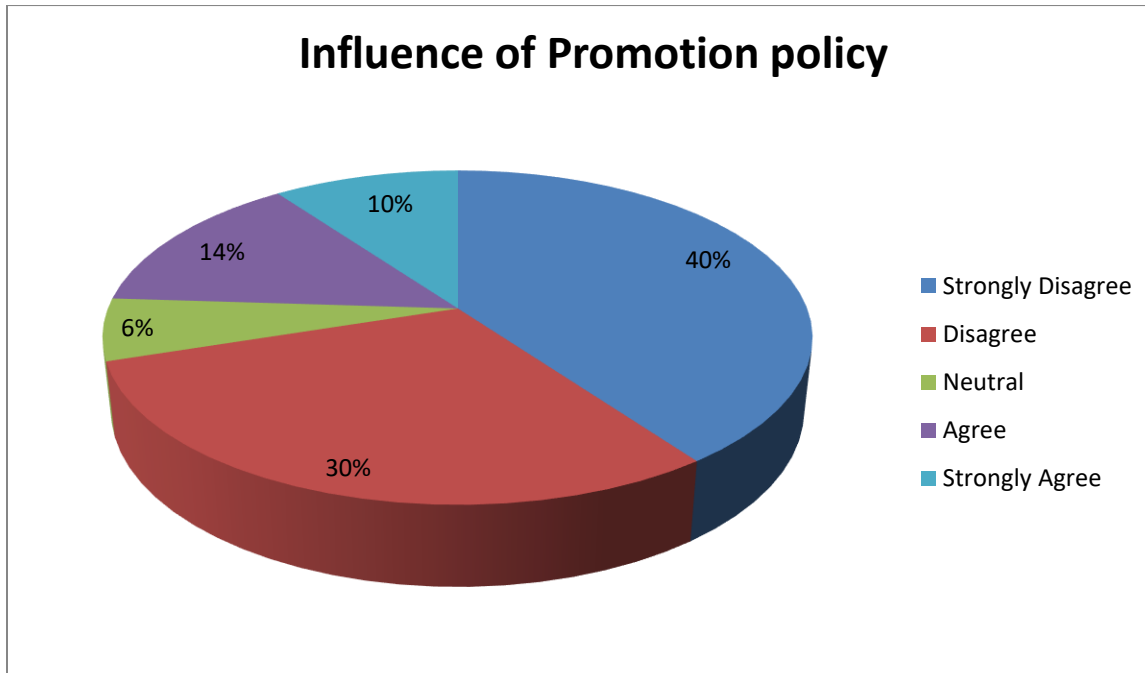


Figure 11 Influence of Promotion policy

**Interpretation:** In the above chart it is found that the majority of respondents 40% strongly disagree and the minority are neutral with the fact that promotion policy can influence them to be engaged with a job. It makes retention policy difficult at RTM as promotional opportunities are less and have no influence on the engagement with job and company so it creates dissatisfaction.

**3.4.12 Figure: 12**

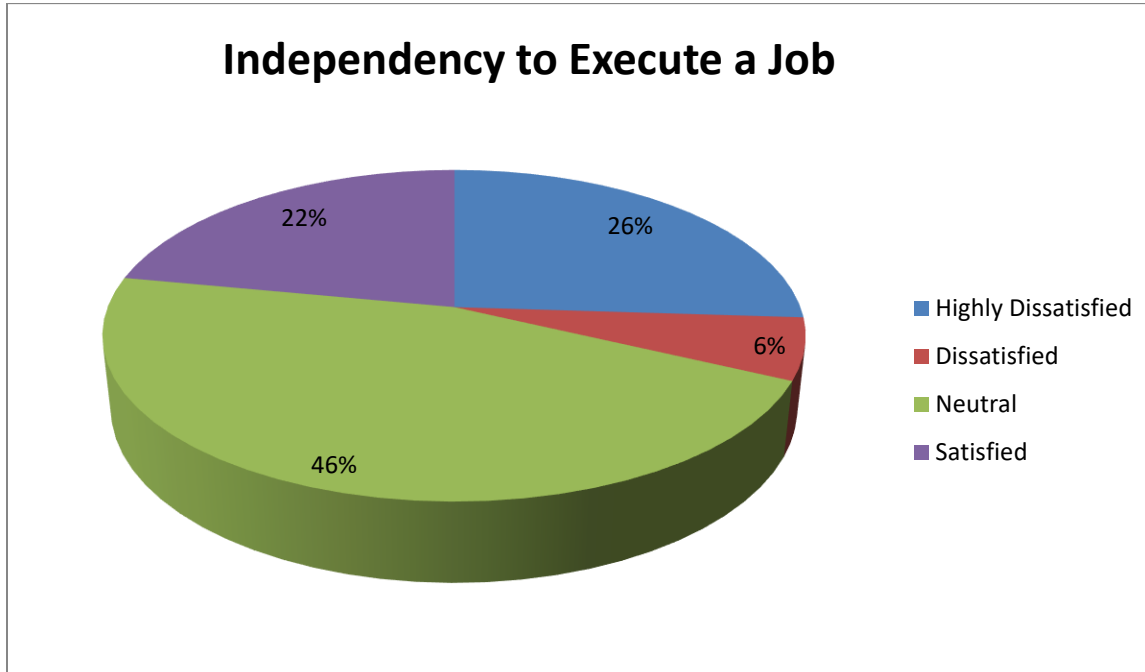


Figure 12 Independency to Execute a job

**Interpretation:** Independence helps employees to grow more in their career here, majority of respondents 46% neutral, and the minority only 6% remains dissatisfied that they have the independence to execute their job and its effect on the retention of employees.

### **3.4.13 Figure: 13**

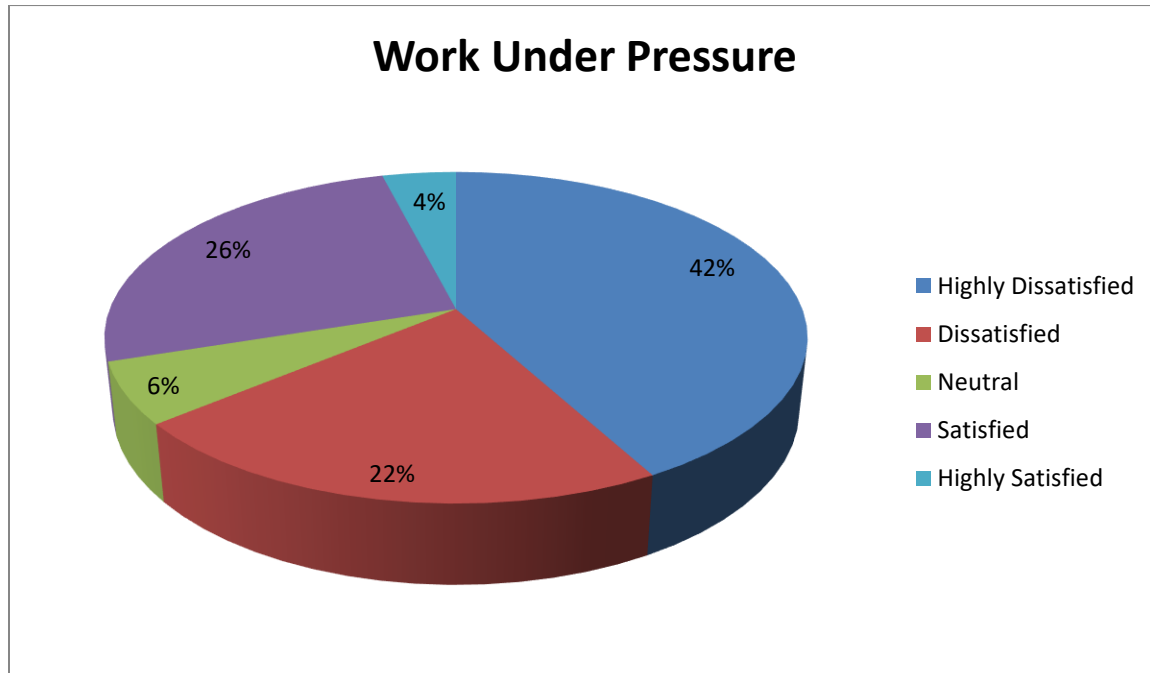


Figure 13 Work under Pressure

**Interpretation:** The majority of respondents 42% highly dissatisfied and the minority 4% highly satisfied that they have to work under pressure. Here employees work under pressure. Sometimes it creates a problem with employees' performance.

### 3.4.14 Figure: 14

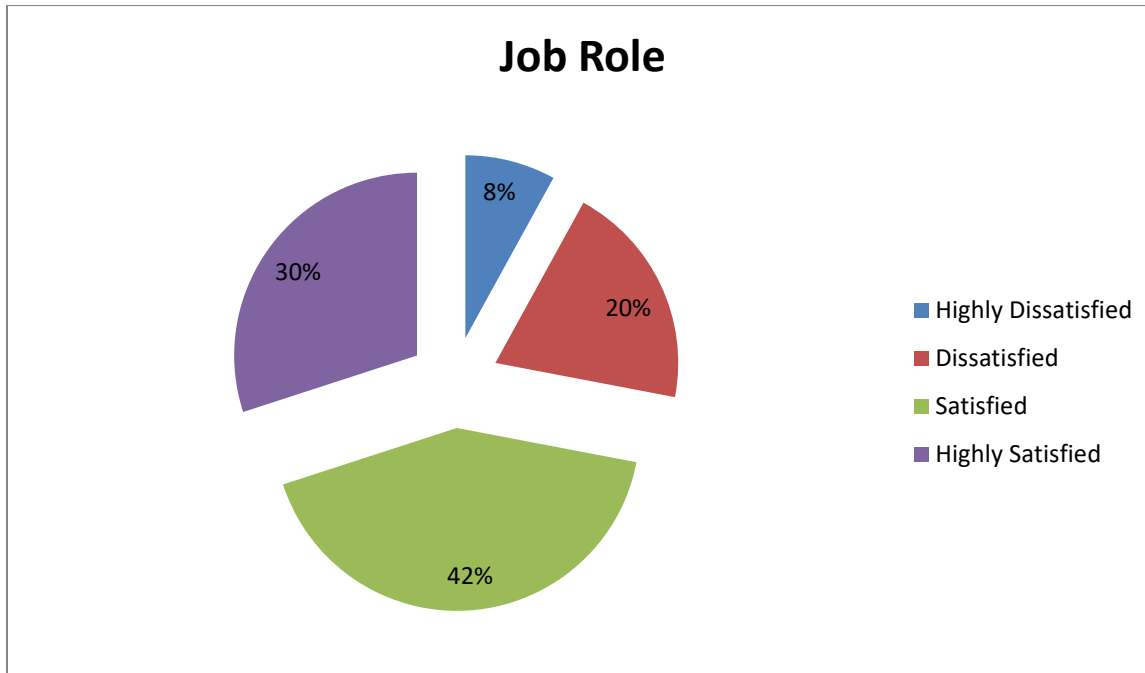


Figure 14 Job Role

**Interpretation:** Among all the respondents majority 42% were Satisfied and the minority 8% were highly dissatisfied those were aware of their job role. If employees don't have a proper idea about their job pattern then it can create some issues. Here most of the employees know about their role in the job.



### 3.4.15 Figure: 15

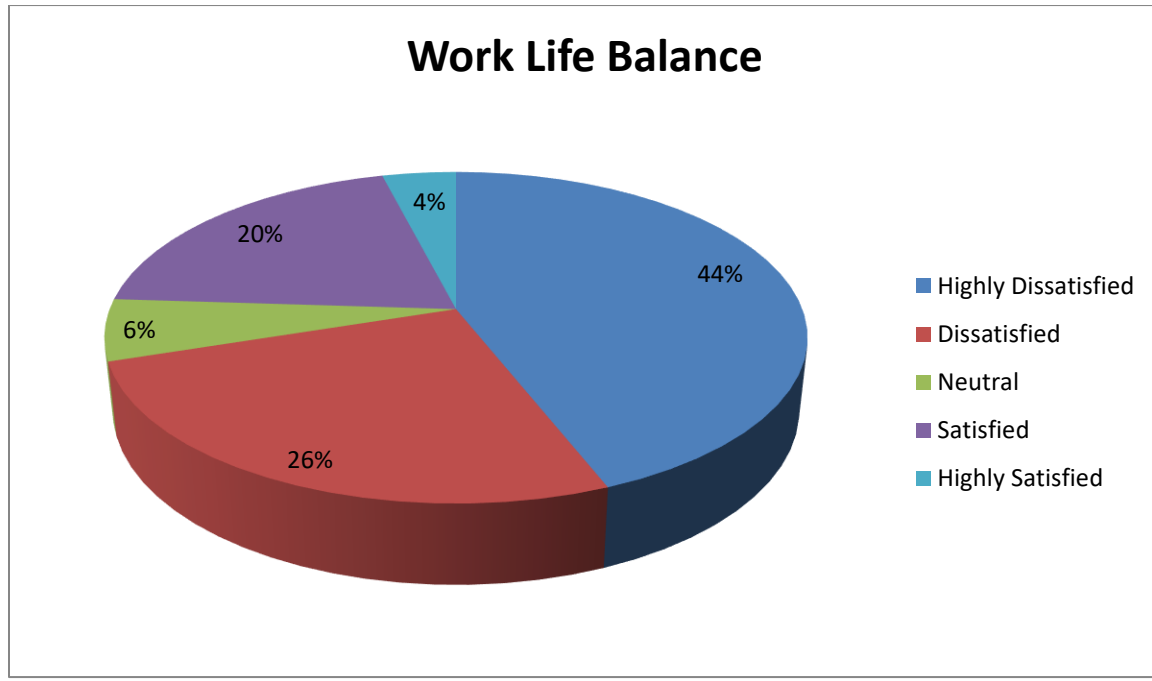


Figure 15 Work-Life Balance

**Interpretation:** Employees can work beyond their capacity when they can maintain their personal life along with their profession. Here the chart shows that the majority 44% highly dissatisfied they can't maintain their work-life balance and few 4% highly satisfied with the fact. It depicts employee's dissatisfaction towards the organization that will ultimately affect retention of key talents.

### **3.4.16 Figure: 16**

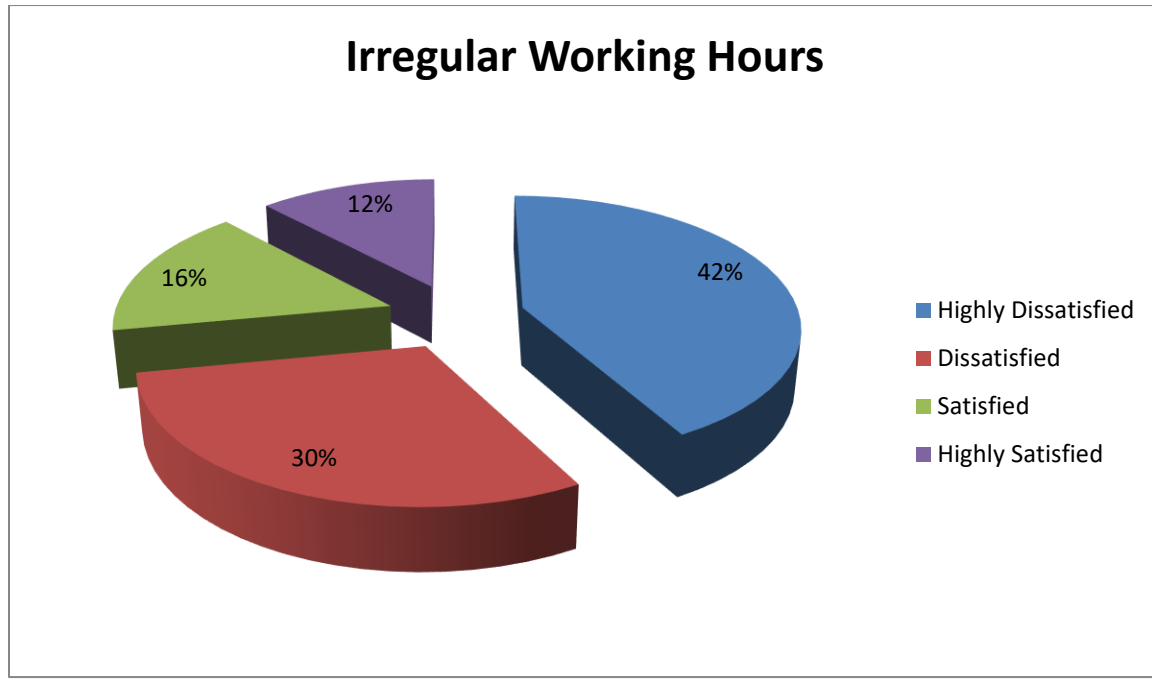


Figure 16 Irregular Working Hours

**Interpretation:** Employees if they need to maintain irregular working hours or if they have to work on weekends then there is a high chance of dissatisfaction. In the above chart, it is found that the majority 42% highly dissatisfied and the minority 12% highly satisfied. This means work-life balance plays a major role in employee retention.

**3.4.17 Figure: 17**

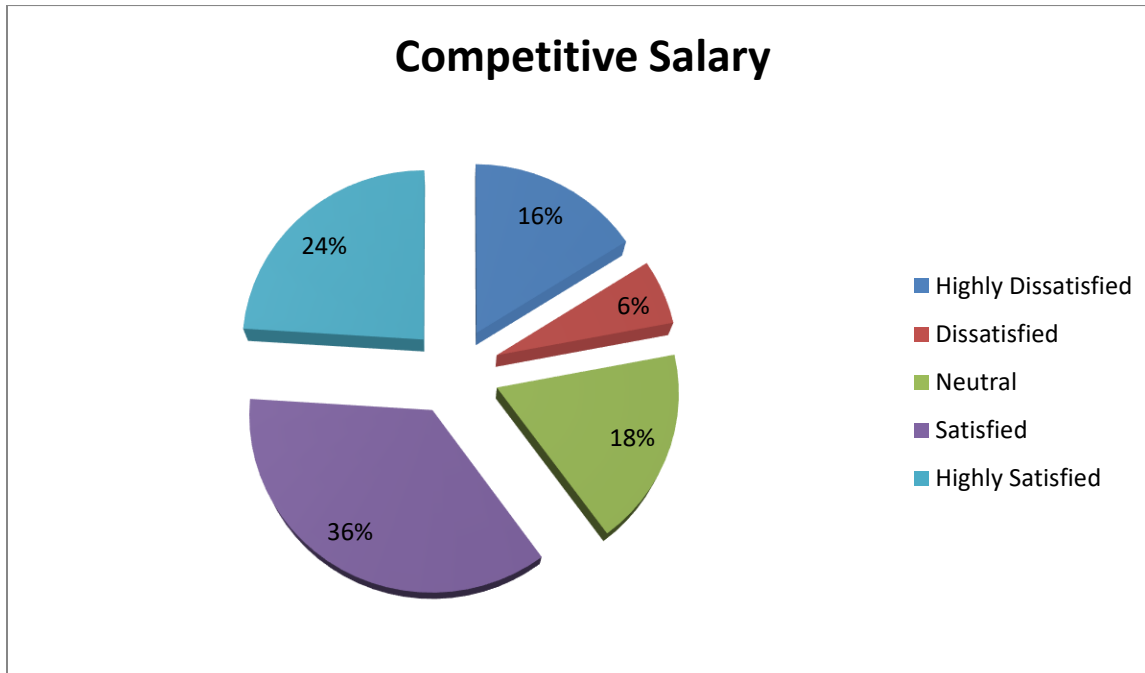


Figure 17 Competitive Salary

**Interpretation:** Salary plays an important role in retaining key employees. Here it is found that the majority 36% satisfied with their salary and the minority 6% dissatisfied. This means RTM provides a competitive salary to their employees that helps them to retain employees.

**3.4.18 Figure: 18**

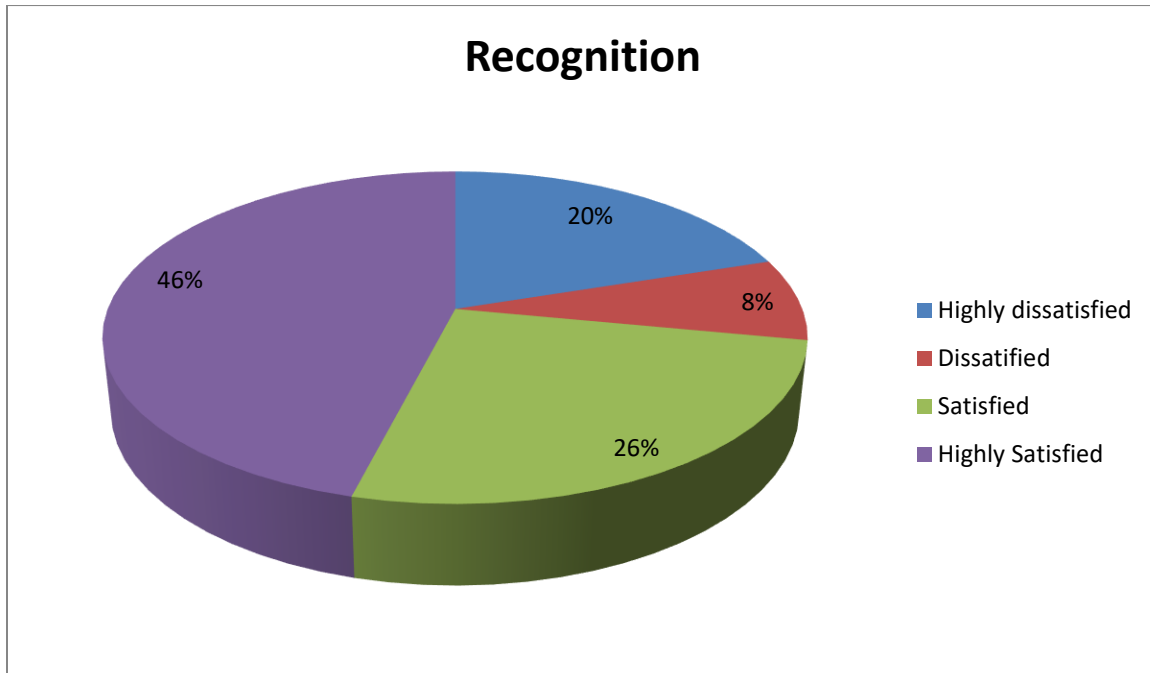


Figure 18 Recognition

**Interpretation:** Employees of RTM majority 46% highly satisfied as they get proper recognition for their effort and minority 8% dissatisfied that they get recognition. If employees are not getting proper recognition then it will be difficult to retain employees.

**3.4.19 Figure: 19**

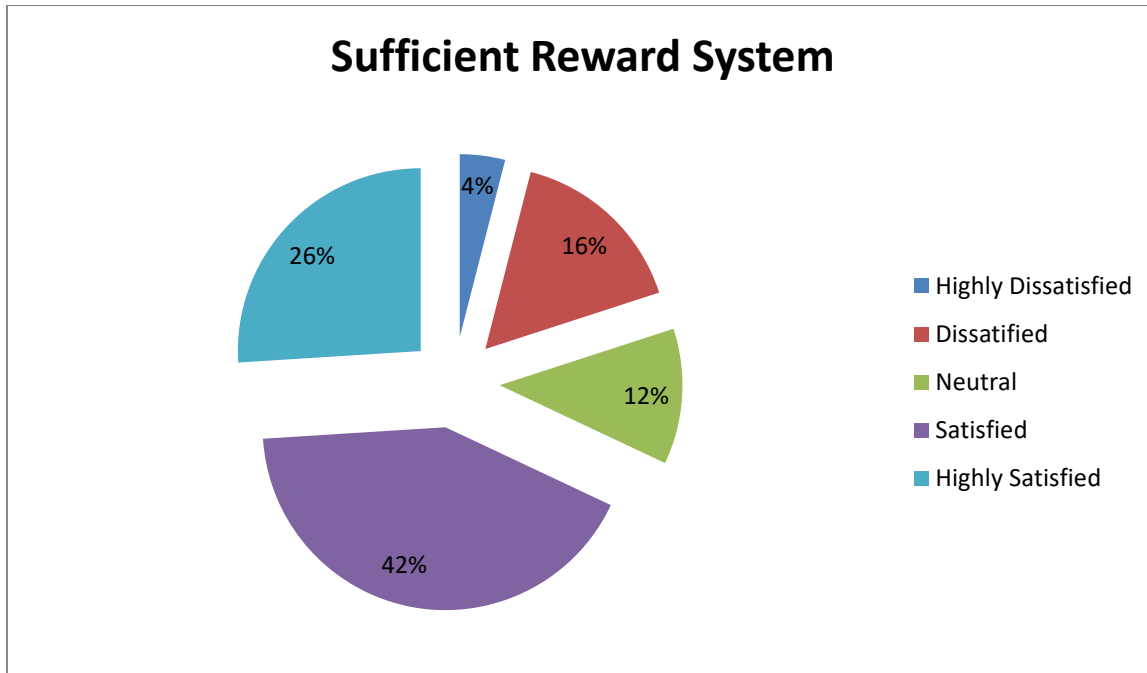


Figure 19 Sufficient Reward System

**Interpretation:** The majority of respondents 42% satisfied with the reward system of RTM and the minority 4% highly dissatisfied. Employees if get proper recognition for their effort then it becomes easier for the organization to control the turnover rate and maintain employee retention.

**3.4.20 Figure: 20**

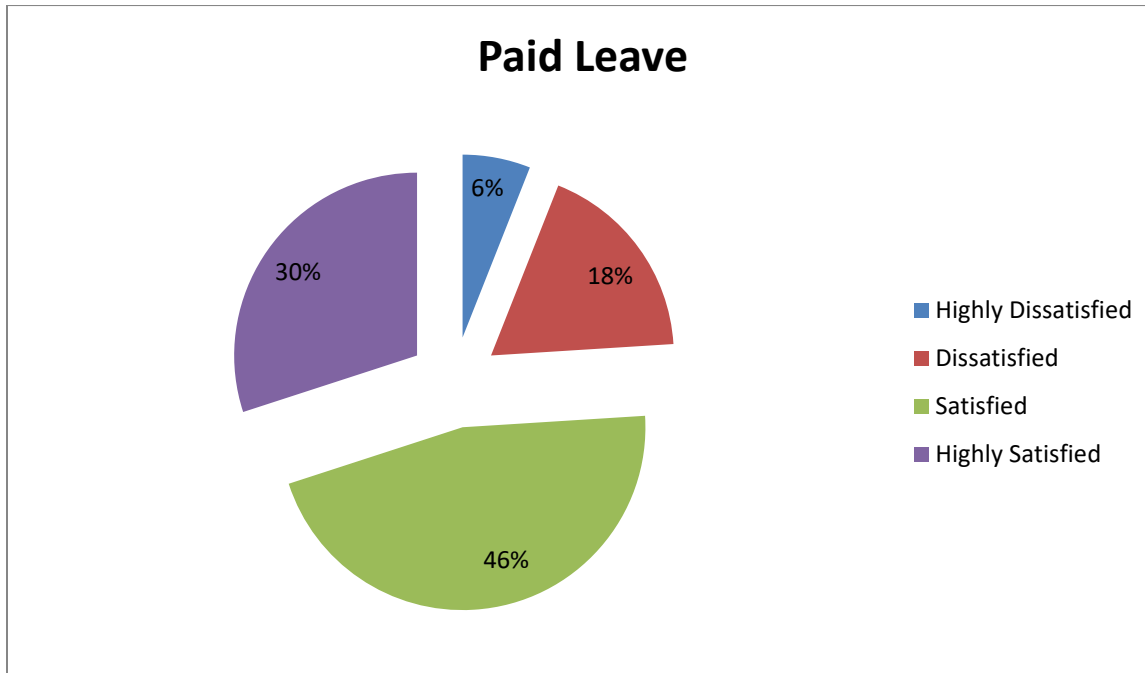


Figure 20 Paid Leave

**Interpretation:** The majority 46% respondents satisfied with the paid leave system and the minority 6% highly dissatisfied with the fact. Employee satisfaction highly depends on the systems of the organization and if an organization provides an employee with better service then retention becomes easier.

**Conceptual Framework:**

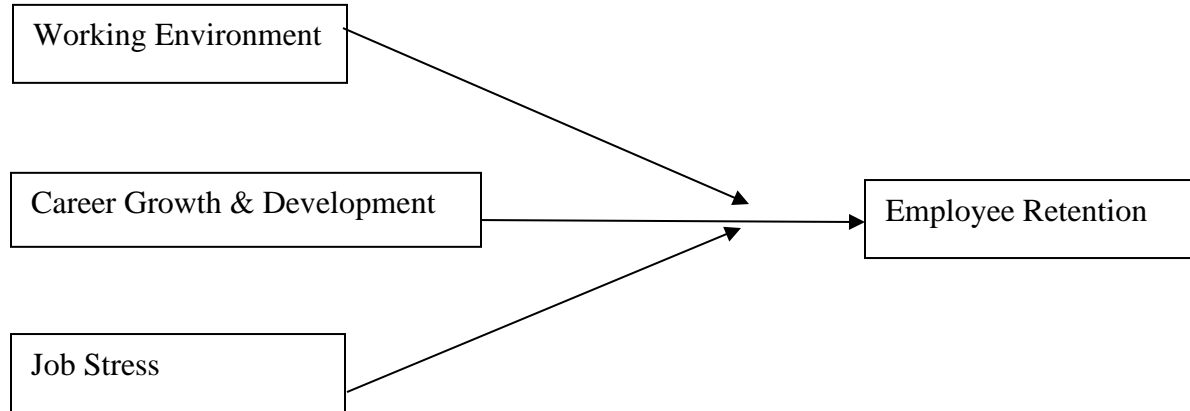


Figure 21 Conceptual Framework

**Table: 01 Working Environment**

No	Description	Mean	Median	Mode
1	Route to Market International Limited ensures a proper working environment for employees	3.7	4	4
2	Employee’s suggestions and grievances are the main priority of RTM.	2.4	2	2
3	Employees are allowed to take responsibility and authority to make certain decisions.	2.3	2	1
4	Safety and security is highly maintained at RTM	3.6	4	4
5	Employees get timely feedback from their supervisors.	2.1	2	1
6	Friendly relationship among co-workers.	3.7	4	5
7	Employee opinions are valued and considered in RTM	2.2	1	1

Table 2 Working Environment

Table 01 shows detailed information about the influence of the working environment on employee retention. Employee retention of any organization depends largely on the working environment so several matters need to focus. Most of the employees of Route to market International Limited feel that there is a proper working environment and good relationship among co-workers that scored 3.7. On the other hand, the second-highest mean is 3.6 that almost all employees feel that RTM maintains proper safety and security. So, if the working environment is good in any organization it obviously will foster employee retention. Here it is found that employees have a safe and secure working environment. However, here the lowest mean is 2.1 that means employees won't get timely feedback from their immediate supervisor. There are some issues in superior and subordinate relationships. Employees' ideas and grievances are not getting more priority that raises dissatisfaction among employees and disturbs employee retention. So to retain employees' organizations need to create friendly relationships among workers by giving them team tasks, group work, or other group activities.

**Table: 02 Career Growth & Development**

No	Description	Mean	Median	Mode
8	RTM invests properly in training and development	3.82	4	4
9	Training program of RTM helps in career growth.	2.28	2	1
10	Promotional opportunities provided in the RTM is satisfied and equitable	2.44	2	1
11	Promotion policy influences employees to engage with job and company.	2.24	2	1

Table 2 Career Growth & Development

The table above shows the relationship between career development and employee retention. Here the questions are asked in five scales ranging from Strongly Disagree=1 to Strongly Agree=5. In the above table, it is found that the highest mean is 3.82 which means almost everyone agrees that RTM invests a lot in training and development programs. However, this program won't help employee's career growth. Also, they don't see any promotional opportunity that creates dissatisfaction. Training works as the first step to move forward in the organization and if training



is given properly it helps in employee retention. Here the lowest scored mean is 2.24 that explains promotion policy does not influence employees to engage with jobs. To retain employees the organization needs to provide training that will help in employee’s career development and that will ultimately create job engagement. Training also expands the path for promotion so to motivate employees and retain them with the organization its need to give them fair promotion.

So that they can feel that in the company there is no discrimination and they will get their proper appreciation for their effort.

**Table: 03 Job Stress**

No	Description	Mean	Median	Mode
12	Employees have the independence to execute a job.	2.64	3	3
13	Employees have to work under pressure to fulfill their job	2.28	2	1
14	Employees are aware of their role in the workplace	3.64	4	4
15	RTM provides balance to meet work and personal needs.	2.14	2	1
16	Employees need to go to work on weekends or need to work in irregular working hours	2.26	2	1

Table 3 Job Stress

Table 03 illustrates the relationship between job stress and employee retention. Every job has some stress and employees always try to deal with the stress. Here the organization needs to play a vital role so that employees can cope up with the situation. Stress in jobs has negatively affected employee retention. Employees want to become successful but for this, if they lose the balance between personal life and professional life then retention would be difficult for the organization. Here in the above table, it is found that the highest mean is 3.64 that means employees are aware of their job roles. If employees remain confused about the job that will give them stress to fulfill their task and this stress in the job causes a high turnover of employees. On the other hand, the lowest mean is 2.14 this shows there is a low level of work-life balance in the organization. If personal life is not properly balanced it affects work-life and creates stress among employees. So it is important to create a balance between work-life and personal life. With this employee retention

would be easier. Organizations can take some steps by providing employees break time, yearly vacation, or other facilities so that employees can release their stress.

**Table: 04 Reward & Recognition**

No	Description	Mean	Median	Mode
17	RTM offers a competitive salary than other organizations.	3.46	4	4
18	Employees get recognition following their work effort.	3.7	4	5
19	Reward given for performance is sufficient.	3.7	4	4
20	RTM provides standard paid leaves to their employees.	3.76	4	4

Table 4 Reward & Recognition

In Table 4 the statement “RTM provides standard paid leaves to their employees.” The highest mean is 3.76 that depicts employees are satisfied with the paid leave system of RTM. The lowest mean 3.46 that is the salary structure of RTM is quite satisfactory in comparison to other organizations. It explains that the reward and recognition system of the company is at a satisfactory level. The table illustrates that in maximum situations they are satisfied with the organization system. Reward and recognition is the most important factor for employee retention. When an employee is given reward or recognition for his or her performance it will give them a sense that the organization is caring about them and they should also need to give their best and for doing so they will remain in the organization in the long run.

### **3.5 Findings:**

The above analysis is done based on a survey of employees of RTM about the factors that affect employee retention. From the above analysis there find some issues that affect employee retention of Route to Market International Limited. Findings are given below:

- The working environment plays a crucial role in employee retention because a favorable working environment fosters employee retention. Here in RTM working environment is quite good as employees are comfortable, communicating and coordinating among members is found to be healthy. This type of friendly environment instigates an employee to perform better and this will ultimately help in employee retention.
- Work-life balance is nowadays becoming the number one priority for employees. If personal life is balanced well along with professional life retention becomes easy for the organization. Here in RTM most of the employees are dissatisfied as they can't maintain a work-life balance. On the weekend they have to work and it creates dissatisfaction as well as disturbs employee retention.
- Training and development program helps an organization to move forward in the competitive business environment. In Route to Market International Limited, they invest properly in the training and development of employees and employees are quite satisfied with the training program. However, career growth is slow and it makes employee retention difficult.
- Every job is combined with stress. Employees work hard to earn and gain a successful career along with this they have to face job stress. In an organization where job stress is more employee retention becomes difficult to maintain. In the case of RTM, employees have to face huge job stress and that increases the turnover rate.
- There is a relationship between pay and retention. If payment is good in comparison to other organizations then retention of employees becomes easy. In RTM they provide a competitive salary than others. The majority are satisfied with the salary.
- Employees try hard when they get proper recognition for their performance. In RTM employees are satisfied as they get proper rewards and recognition for their performance.

### **3.6 Conclusion:**

Employees are the assets of an organization. The long-term growth of an organization depends on the retention of employees in the organization. Retention of key employees is nowadays difficult as human demand is difficult to address. There are several factors behind employee retention and it motivates employees to remain in the organization for a longer period. The factors are compensation practices, leadership, and supervision, career planning and development, alternative work schedule, working conditions, flexible working hours, etc. The main priority of an organization is to gain profit but without a dedicated workforce gaining profit is much difficult. So, the retention of key employees should be the main priority. From the above study, it is found that in the organization proper training and development program is maintained but employees are dissatisfied as they can't see career growth and it affects the retention of employees to retain employees RTM needs to develop such a training program that will foster employees career. A team-based training or on-the-job training along with the superior or subordinates helps to create bonding in the workplace. Another factor that increases the turnover rate is job stress and imbalance in work and personal life. Employees have to work under huge pressure and a tight schedule that makes retention difficult. So, in conclusion, it can be said that employee retention would be easy if the company provides an opportunity for career growth with a fair and equitable promotion policy.

### **3.7 Recommendations:**

Employee retention is not an easy task to do. Here I have tried to analyze the retention factors of Route to Market International Limited and trying to find out the reason for the increased turnover rate in the organization. Below some recommendations are given:

- Competitive compensation works as a motivator but a total reward system goes beyond that. Extra facilities help an organization to attract key employees and it will ultimately help in job engagement. RTM can attract employees by providing benefits and recognition. Health insurance, provident fund, festival bonus, and this kind of extra benefits can foster employee retention.
- Job stress makes normal work complicated. To reduce job stress organizations can offer holidays to employees or they can offer team-based activities to enhance the healthy relationship in the workplace. The organization also need to give proper attention to the work-life balance of employees by giving them telecommuting facility or by providing a break time so that employees can relax while they are under huge work pressure.
- Training and development program is an opportunity for employees to grow and if this program is executed properly then retention would be easy. Employees learn many ideas and acquire knowledge through training. Training includes; seminars, professional courses, etc. However, training should be designed for the growth of employee's career so that in the long run employees gets experience with new methods and specializations. This will ultimately help the retention of key employees in the organization. Training also should be provided depending on employees' needs and criteria so that everyone can engage themselves with the program as well as with the organization.
- Independency to execute a job and job security provides employees the feeling of engagement. To retain an employee for a longer period organization must create a culture where employees can connect with their job and by giving independence employees feel the engagement with their job and employer.

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## Appendix

### Questionnaire

#### Study on Employee Retention Factors of Route to Market International Limited.

This questionnaire will be used to collect information regarding the employee's employment experience with the company. As a part of this data gathering, the information collected will be used to identify the areas needed for improvement, analyze the factors attributing to turnover, and hopefully improve future employment prospects.

[All responses will be kept confidential and the results are used for academic purposes only.

Kindly provide us with the following information.]

#### Section-A

##### Demographic information:

1. Name (Optional) :
  
2. Gender : Male   
Female
  
3. Age Group : 18-25  26-35  36-45   
46-55  Above 55
  
4. Length of time employed at RTM (In Years) : Less than 1  Less than 2   
Less than 3  Less than 4   
Less than 5
  
5. Department :



## Working Environment

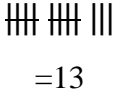



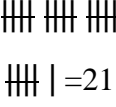
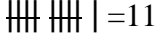

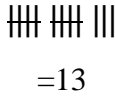


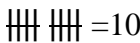
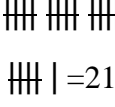
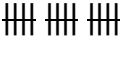
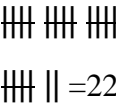
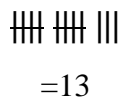

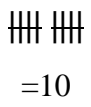

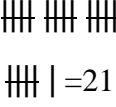
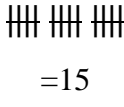
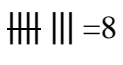

No.	Description	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1.	Route to Market International Limited ensures a proper working environment for employees	0	= 6	= 12	= 22	= 10
2.	Employee's suggestions and grievances are the main priority of RTM.	= 14	= 23	0	= 5	= 8
3.	Employees are allowed to take responsibility and authority to make certain decisions.	= 22	= 15	0	= 4	= 9
4.	Safety and security is highly maintained at RTM	= 5	= 10	0	= 20	= 15
5.	Employees get timely feedback from their supervisor.	= 20	= 15	= 5	= 10	0
6.	Friendly relationship among co-workers.	0	= 15	= 4	= 10	= 21
7.	Employee opinions are valued and considered in RTM	= 26	= 8	0	= 10	= 6

## Career Growth and Development

No.	Description	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
08.	RTM invests properly in training and development	=3	=7	=5	             =23	= 12
09.	Training program of RTM helps in career growth.	        =22	= 12	=3	= 6	=7
10.	Promotional opportunities provided in the RTM is satisfied and equitable	     =19	=13	=5	=3	=10
11.	Promotion policy influences employees to engage with job and company.	     =20	=15	=3	=7	=5

## Job Stress

**How would you rate these statements from Highly Dissatisfied to Highly Satisfied?**

No.	Description	Highly Dissatisfied 1	Dissatisfied 2	Neutral 3	Satisfied 4	Highly Satisfied 5
12.	Employees have the independency to execute a job.	 =13	 =3	 =23	 =11	0
13.	Employees have to work under pressure to fulfill their job	 =21	 =11	 =3	 =13	 =2
14.	Employees are aware about their role in the workplace	 =4	 =10	0	 =21	 =15
15.	RTM provides balance to meet work and personal needs.	 =22	 =13	 =3	 =10	 =2
16.	Employees need to go into work in weekends or need to work in irregular working hours	 =21	 =15	0	 =8	 =6

## Reward and Recognition

No.	Description	Highly Dissatisfied 1	Dissatisfied 2	Neutral 3	Satisfied 4	Highly Satisfied 5
17.	RTM offers competitive salary than other organizations.	≡≡≡ ≡≡ =8	≡≡ =3	≡≡≡ ≡≡≡ =9	≡≡≡ ≡≡≡ ≡≡≡ ≡≡ =18	≡≡≡ ≡≡≡ ≡≡ =12
18.	Employees get recognition in accordance with their work effort.	≡≡≡ ≡≡≡ =10	≡≡≡ =4	0	≡≡≡ ≡≡≡ ≡≡ =13	≡≡≡ ≡≡≡ ≡≡≡ ≡≡≡ =23
19.	Reward given for performance is sufficient.	≡≡ =2	≡≡≡ ≡≡ =8	≡≡≡   =6	≡≡≡ ≡≡≡ ≡≡≡ ≡≡≡ ≡≡≡ =21	≡≡≡ ≡≡≡ ≡≡ =13
20.	RTM provides standard paid leaves to their employees.	≡≡≡ =3	≡≡≡ ≡≡≡ =9	0	≡≡≡ ≡≡≡ ≡≡≡ ≡≡≡ ≡≡≡ =23	≡≡≡ ≡≡≡ ≡≡≡ ≡≡≡ =15