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A Management Study of Employee Retention Practices in Baloda Bazar-Bhatapara, Chhattisgarh with special Reference to Shree Cement

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Abstract

Organizational stability is critical for bolstering India's road to self-sufficient growth, particularly in the growing manufacturing sector. Employee retention is critical in this process since keeping skilled and experienced staff improves workforce continuity, productivity, and long-term competitiveness while reducing operational disruptions. This study looks at staff retention techniques at Shree Cement in Baloda Bazar-Bhatapara, Chhattisgarh, and evaluates their impact on organizational stability. A descriptive research design was used, with primary data from 150 employees obtained via structured questionnaires, supplemented by secondary information from journals, corporate reports, and published literature. The findings indicate that salary, opportunities for growth, training, and a supportive work environment all have a major impact on employee retention and organizational stability. A strong positive association was found between successful retention tactics and organizational performance, demonstrating that employee-centric HR policies reduce turnover and increase stability. The study indicates that strategic employee retention promotes both long-term organizational success and India's overall goal of self-reliance by increasing human capital and industrial resilience, while also providing practical recommendations for improving retention methods.

Keywords; Employee Retention, Organizational Stability, Atmanirbhar Bharat, Shree Cement, Human Resource Management.

INTRODUCTION

Meaning of Organisational Stability & Employee Retention

Organisational stability refers to an organisation's ability to sustain consistent operations, performance, and structural integrity despite internal and external challenges. It ensures long-term effectiveness, resilience, and predictability through strong systems, clear communication, mutual trust, high employee retention, and proactive risk management. A stable organisation creates a reliable and supportive environment that enables sustained success. Employee retention refers to the strategies and practices adopted by management to encourage employees to remain with the organisation for extended periods. Effective employee retention strategies play a crucial role in maintaining organisational stability, as they reduce workforce turnover, preserve institutional knowledge, and enhance employee commitment and productivity.

Development of Cement Industry in India and the Status of Chhattisgarh

The Indian cement industry has evolved over more than 150 years and is a fundamental pillar of infrastructure development and economic growth. Cement is essential for building durable and sustainable infrastructure, ranging from small residential constructions to large-scale, multifunctional industrial projects. output, thanks to huge infrastructure projects such as the Belt and Road Initiative. India being second largest cement production is predicted to increase to around 430 million tons, owing to government-led affordable housing and infrastructure development plans. As a core industry, the cement sector significantly contributes to national development and self-reliance. Global cement output is expected to reach 4.15 billion tonnes by 2025, representing modest year-on-year growth

China will remain the world's greatest producer, accounting for over 2.15 billion tonnes and more than half of global output, thanks to huge infrastructure projects such as the Belt and Road Initiative. India being second largest cement production is predicted to increase to around 430 million tons, owing to government-led affordable housing and infrastructure development plans.

Due to the availability of limestone and supportive industrial policies, the Baloda Bazar–Bhatapara region of Chhattisgarh has emerged as a major cement production hub. Retaining skilled and experienced employees in this region is critical to ensuring uninterrupted production, effective quality control, and long-term organisational success. Stable cement organisations in this area directly contribute to the vision of Self-Reliant India by strengthening domestic industrial capacity and reducing dependence on external resources.

During the 1980s and 1990s, the cement industry in Chhattisgarh experienced a significant phase of expansion. In 1982, the Lafarge Cement plant was established at Gopalnagar in Janjgir–Champa. Subsequently, in 1987, Ambuja Cement set up its unit at Rawan in Raipur. In 1993, Lafarge Cement commenced operations at Sonadih, followed by the establishment of UltraTech Cement at Hirni (Raipur) in 1994. In 1995, Grasim Cement established its unit at Rawan, further strengthening and upgrading the cement industry in Chhattisgarh.

By 2000, cement industries in Chhattisgarh began adopting advanced production technologies, leading to improved efficiency and output. In 2007, Shree Cement made a major investment in clinker and cement production. In 2013, major cement producers such as ACC Cement, Grasim, Century, and Ambuja significantly expanded their operations, taking Chhattisgarh to a higher level of cement production. In 2020, Shree Cement announced the establishment of a 12,000 tonnes-per-day clinker unit in Raipur, marking another milestone in the state's cement industry.

The cement industry plays a crucial role in the economic development of Chhattisgarh, as the state accounts for approximately 10.66% of India's total limestone reserves, making it one of the most important cement-producing regions in the country.

Shree Cement Industry : A Brief Introduction

Established in 1979 in Beawar, Rajasthan, Shree Cement is one of India's leading cement manufacturers, with its

corporate headquarters in Kolkata. It is the third-largest cement producer in India by capacity and market capitalisation. Including its international operations, Shree Cement has an installed cement production capacity of approximately 66.8 million tonnes per annum.

In Baloda Bazar, specifically at Khapradih in Chhattisgarh, Shree Cement operates a large cement grinding unit with a capacity of around 3.4 MTPA (as of late 2025). This facility has significantly strengthened the region's position as a major cement hub alongside prominent companies such as Ambuja, UltraTech, and Nuvoco.

Shree Cement follows a strong people-first employee retention approach that emphasises employee well-being, security, and engagement. Key retention strategies include holistic employee development through Total Prosperity Management, structured onboarding programmes, improved performance management systems, team-based rewards, comprehensive social security benefits, campus housing facilities, a positive work environment, and recognition of high-performing employees. These integrated practices enhance employee satisfaction and loyalty, thereby promoting organisational stability and supporting sustainable industrial growth.

REVIEW OF RELATED LITERATURE

Nazia, Sultana & Begum ,Bushra (2013)

The study investigates employee retention methods in select Indian multinational corporations and concludes that retention is mostly dependent on Respect, Recognition, and Rewards. Recognition for good work, performance-based rewards, a healthy work environment, and solid interpersonal relationships all help to promote employee retention. High workloads and stress decrease retention, but activities such as job rotation, health programs, and effective grievance resolution help employees stay committed to the firm.

Ramathulasi, T. (2018).

The article investigates the impact of Human Resource Management (HRM) techniques on organizational effectiveness in the cement industry. It contends that in today's highly competitive and volatile business environment, effective human resource management systems—particularly practices such as recruitment and selection, training and development, performance appraisal, compensation, and welfare and safety measures—are critical for increasing employee commitment, satisfaction, and retention, which in turn improves organization performance.

D .Kalaiselvan, R. Angayarkanni, S.H. Afroze , N. Deepa Lakshmi (2019)

The study examines Chettinad Cement's and Ariyalur's staff retention tactics. Employee satisfaction with HR policies, incentives, training, and health and safety procedures is found to be generally high; yet, employees perceive an excessive workload and inadequate compensation. According to the study's findings, enhancing pay, the workplace, career development, job rotation, and flexible work schedules will lower employee attrition and promote organizational expansion.

Dr. Gorde Sangita Ulhas (2019)

The study highlights that employee retention is vital for organizational success. Retention depends on employee satisfaction through a positive work environment, fair compensation, growth opportunities, supportive leadership, and strong relationships. Respect, recognition, and rewards are key drivers that reduce turnover and improve performance.

Kumar, K. S. T. P., & Ganesh, M (2019)

The study looks into how employee retention in the cement business is impacted by work satisfaction. Structural Equation Modeling was used to examine data from 466 employees in Tamil Nadu. The findings indicate that while organizational culture and connections between superiors and subordinates have less of an impact, a positive work environment and efficient rewards and recognition significantly increase job satisfaction. Employee retention is directly correlated with job happiness, so contented workers are more likely to stick around. The study comes to the conclusion that in order to lower turnover, businesses should concentrate on both internal and extrinsic motivators, particularly work conditions and recognition

RESEARCH-OBJECTIVES

- To examine the relationship between employee retention practices and organisational stability in cement industries of Baloda Bazar hatapara district.
- To analyse the impact of employee retention practices on organisational self-reliance through commerce and management practices in the selected cement industries.

Hypotheses of the Study Hypothesis 1

- **H0:** There is no significant relationship between employee retention practices and organisational stability.

- **H1:** There is a significant relationship between employee retention practices and organisational stability.

Hypothesis 2

- **H0:** Employee retention practices do not have a significant impact on organisational self-reliance.
- **H1:** Employee retention practices have a significant impact on organisational self-reliance. Results and Interpretation.

RESEARCH-METHODOLOGY:

The study adopts descriptive and analytical research methods. Primary data were gathered through structured questionnaires administered to employees of Shree Cement. For analysis, correlation and regression techniques were employed to examine relationships among variables and to assess the strength and direction of their impact on employee-related outcomes within the organisation. Data analysis was carried out using the latest version of SPSS software.

Data Analysis and Interpretation

Table 1: Correlations

Variables	Employee Retention Score	Org Stability Score
Employee Retention Score	1	0.682**
Sig. (2-tailed)	–	0.000
N	150	150
Org Stability Score	0.682**	1
Sig. (2-tailed)	0.000	–
N	150	150

- a. Correlation is significant at the 0.01 level (2-tailed).

Result of Hypothesis 1 (Correlation Analysis)

- The Pearson correlation analysis revealed a strong and positive relationship between employee retention practices and organisational stability, with a correlation coefficient of $r = 0.682$, which is statistically significant at the 1 per cent level ($p < 0.01$)
- This result indicates that cement industries implementing effective employee retention strategies experience higher organisational stability. Stable workforce conditions reduce employee turnover, enhance operational continuity, and strengthen institutional knowledge within organisations.

Decision:

Table 2: Result of Hypothesis 2 (Regression Analysis)

Model Summary	Value
Model	1
R	0.116
R Square	0.013
Adjusted R Square	0.007
Std. Error of the Estimate	2.06919
Predictors (Constant)	EMPLOYEE RETENTION SCORE

Table 3: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	8.607	1	8.607	2.010	0.158
Residual	633.667	148	4.282		
Total	642.273	149			

- a. Dependent Variable: Selfreliancescore
b. B. Predictors: (Constant), Employee retention score

Table 4: Coefficients Table

Model	Unstandardized Coefficients B	Standard Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	6.388	0.674	—	9.480	0.000
EMPLOYEE RETENTION SCORE	0.052	0.036	0.116	1.418	0.158

- a. Dependent Variable: Selfreliancescore

Since the p-value is less than the level of significance, the null hypothesis (H₀) is rejected, and the alternative hypothesis (H₁) is accepted.

The regression analysis examined the impact of employee retention practices on organisational self-reliance. The model produced a low explanatory power with an R² value of 0.013, indicating that employee retention explains only 1.3 per cent of the variation in organisational self-reliance. The regression coefficient for employee retention was positive ($\beta = 0.116$), but statistically insignificant ($p = 0.158 > 0.05$). The ANOVA results also confirmed that the regression model was not statistically significant. This suggests that while employee retention contributes positively, it alone does not significantly influence organisational self-reliance. Self-reliance is a broader outcome influenced by multiple factors such as financial management, technological adoption, supply chain efficiency, and strategic commerce practices.

Decision:

The null hypothesis (H₀) is accepted, and the alternative hypothesis (H₁) is rejected.

CONCLUSION

The study concludes that employee retention practices play a crucial role in enhancing organisational stability in cement industries of Baloda Bazar–Bhatapara district. A stable workforce supports smooth operations, consistent productivity, and effective management practices, which are essential foundations for organizational strength. However, the study also finds that employee retention alone does not directly lead to organisational self-reliance. Self-reliance requires a holistic approach that integrates employee stability with robust commerce strategies, efficient management systems, technological innovation, and financial independence. Thus, employee retention should be viewed as a supporting pillar rather than a sole determinant of self-reliance.

SUGGESTIONS

- **Strengthen Integrated Management Practices:** Cement industries should integrate employee retention strategies with broader management and commercial policies to enhance overall organisational self-reliance.
- **Focus on Skill Development and Training:** Continuous skill upgradation programs can improve employee competence, thereby indirectly supporting self-reliance through enhanced productivity.
- **Adopt Technology-Driven Operations:** Automation and digital management systems should be promoted to complement workforce stability and reduce dependency on external resources.
- **Enhance Financial and Supply Chain Autonomy:** Organisations should focus on local sourcing, cost optimisation, and efficient financial planning to strengthen self-reliant operations.
- **Policy Support for Regional Industries:** Government and industry associations should support cement industries in Baloda Bazar–Bhatapara through skill development initiatives and management training programs aligned with the vision of Self-Reliant India.

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