



# A STUDY ON STRATEGIC HR PRACTICES ON EMPLOYEE ENGAGEMENT, COMMITMENT AND RETENTION WITH REFERENCE TO L&T CONSTRUCTION PRIVATE LIMITED

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This study aims to explore the relationship between strategic HR practices and their impact on employee engagement, commitment, and retention at L&T Construction. L&T Construction is a renowned global construction company, and understanding the factors that influence employee outcomes is crucial for its sustainable growth and success. By examining the strategic HR practices implemented at L&T Construction and their effect on employee engagement, commitment, and retention, this study seeks to provide insights and recommendations for improving HR strategies within the organization.

**Key words:** HR Policies, HR Practices, and Job Satisfaction.

**Introduction:**

Employee engagement, commitment, and retention are critical factors for organizational success and competitiveness. As the construction industry faces challenges such as skill shortages and high employee turnover, it becomes imperative for companies like L&T Construction to adopt effective HR practices that enhance employee satisfaction and loyalty. This study aims to identify the strategic HR practices employed by L&T Construction and assess their impact on employee engagement, commitment, and retention.

**Scope of the Study:****L&T Construction:**

The study focuses specifically on L&T Construction, one of the leading global construction companies. The scope includes understanding the HR practices and their impact on employee outcomes within this organization. The findings may not be directly generalizable to other companies or industries, but they can provide valuable insights for organizations operating in the construction sector.

## Strategic HR Practices:

The study examines the strategic HR practices implemented at L&T Construction. This includes various aspects such as recruitment and selection, training and development, performance management, compensation and rewards, employee involvement and empowerment, work-life balance initiatives, and employee communication. The scope involves understanding how these practices contribute to employee engagement, commitment, and retention.

## Objectives of the Study:

To assess the existing HR policies and practices at LARSEN & TOUBRO Pvt Ltd. To study on strategic HR practices on Employee Engagement, Employee commitment and retention with refers to L&T construction.

To study the influence of various strategic HR practices on Employee Engagement.

To Know the influence of motivating factors on Employee Commitment.

To identify the strategic HR factors that influence Employee Retention.

To find the impact of Employee Engagement, Commitment and Retention.

## Problem Statement:

Despite being a renowned global construction company, L&T Construction faces challenges in employee engagement, commitment, and retention. There is a need to understand the specific strategic HR practices implemented within the organization and their impact on these employee outcomes. By addressing this gap in knowledge, the problem statement for this study can be defined as follows:

The problem at hand is the lack of comprehensive understanding regarding the strategic HR practices at L&T Construction and their influence on employee engagement, commitment, and retention. The organization needs to identify the specific HR practices that contribute to positive employee outcomes and develop targeted interventions to enhance employee satisfaction, loyalty, and long-term retention.

## Limitation of the Study:

Findings of the study limited to respondent of L&T Construction. The sample size is restricted to 124, the findings of the study may not be considered to be a reflection of the entire population. Findings of the study are based on the sample size and they cannot be taken as generalized opinion of the entire population. Some of the employees did not spend much time to provide complete response to the structured questions. As it is being a large concern study cannot be done in three months, so time is considered as a major constraint. Respondents may not have expressed their true opinion regarding training programs conducted in the organization.

## Importance of the Study:

**Organizational Success:** Employee engagement, commitment, and retention are crucial factors for the success and sustainability of any organization, including L&T Construction. By understanding the relationship between strategic HR practices and these employee outcomes.

**Talent Attraction and Retention:** The construction industry faces challenges related to talent attraction and retention. By identifying the HR practices that contribute to higher employee engagement, commitment, and retention.

**Cost Reduction:** High employee turnover rates can be costly for organizations, particularly in the construction industry where skilled labour is in high demand.

**Employee Satisfaction and Well-being:** Strategic HR practices that promote employee engagement, commitment, and retention are closely tied to employee satisfaction and well-being.

**Industry Knowledge and Best Practices:** The study contributes to the existing body of knowledge on strategic HR practices and their impact on employee outcomes, specifically within the construction industry.

### Source of Data collection:

#### In-depth Interviews:

Qualitative data will be collected through in-depth interviews with HR managers and executives at L&T Construction. These interviews will provide insights into the strategic HR practices implemented within the organization, their rationale, and their perceived impact on employee outcomes.

#### Employee Survey:

Quantitative data will be collected through a survey administered to a sample of employees from different hierarchical levels within L&T Construction. The survey will include validated scales to measure employee engagement, commitment, and intention to stay.

### Research Methodology:

Research Methodology is a way to find out the result of a given problem on a specific matter or problem that is also referred as research problem. In Methodology, researcher uses different criteria for solving/searching the given research problem. Different sources use different type of methods for solving the problem. If we think about the word "Methodology", it is the way of searching or solving the research problem.

### Sample Size:

Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The sample size for the study is 165 which are finalized through a pilot study of 25.

### Sampling Method:

Sampling is the process of selecting a representative group from the population under study. The target population is the total group of individuals from which the sample might be drawn. A sample is the group of people who take part in the investigation. The people who take part are referred to as "participants".

### Period of the Study:

The period of the survey was nearly 3 months

### Data Analysis and Interpretation

#### Percentage Method:

The percentage method was extensively used for analysis and interpretation. It can be generally calculated as follows:

$$\text{percentage method} = \frac{\text{No of Respondents}}{\text{Total Number of respondents}} * 100$$

## AGE OF THE EMPLOYEES

S. No.	Age (years)	No. of Respondents	Percentage
1	less than 25	46	37.1
2	26 - 30	29	23.4
3	31 -35	21	16.9
4	36 -40	16	12.9
5	more than 40	12	9.7
<b>TOTAL</b>		<b>124</b>	<b>100</b>

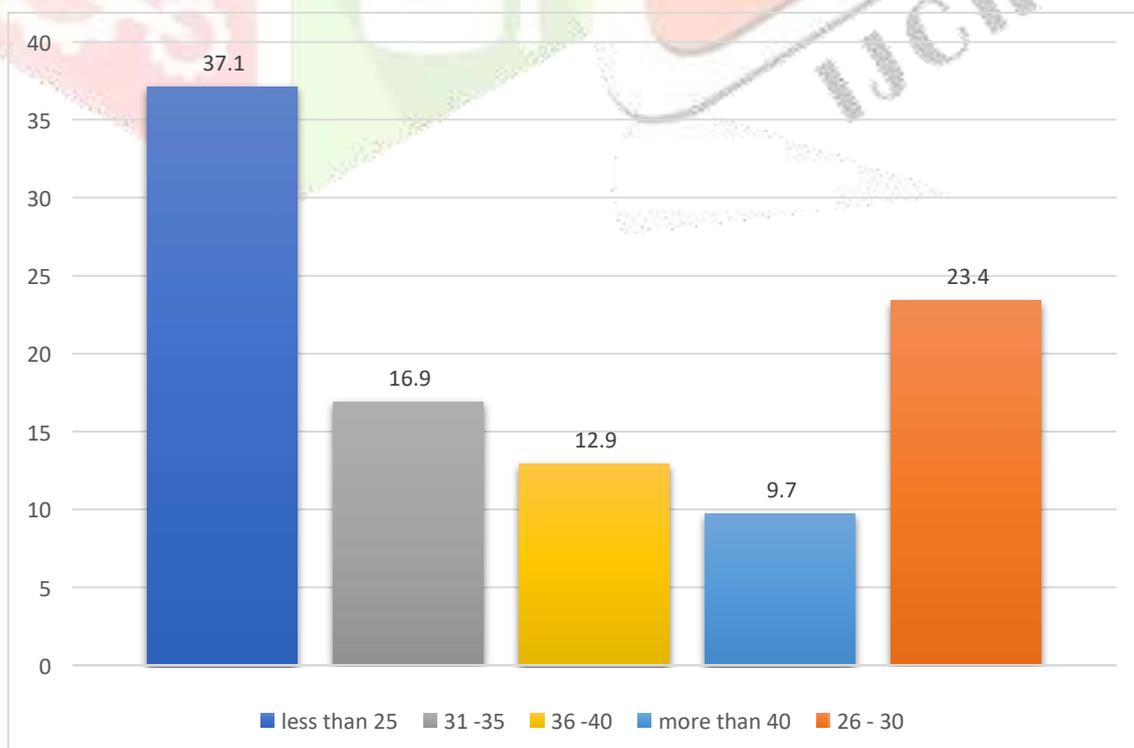
### Findings:

From the above table, it is understood that 37.1% of the respondents are below 25 Yearsold, 23.4% of the respondents are between 26 to 30 years old, 16.9% of the respondents are between 31 to 35 years old, 12.9% of the respondents are between 36 to 40 years old and 9.7% ofthe respondents are above 40 years old.

### Inference:

From the above table. It is found that 37.1% of employees have less than 25 Years old

## AGE OF THE EMPLOYEES



**Table Showing Gender**

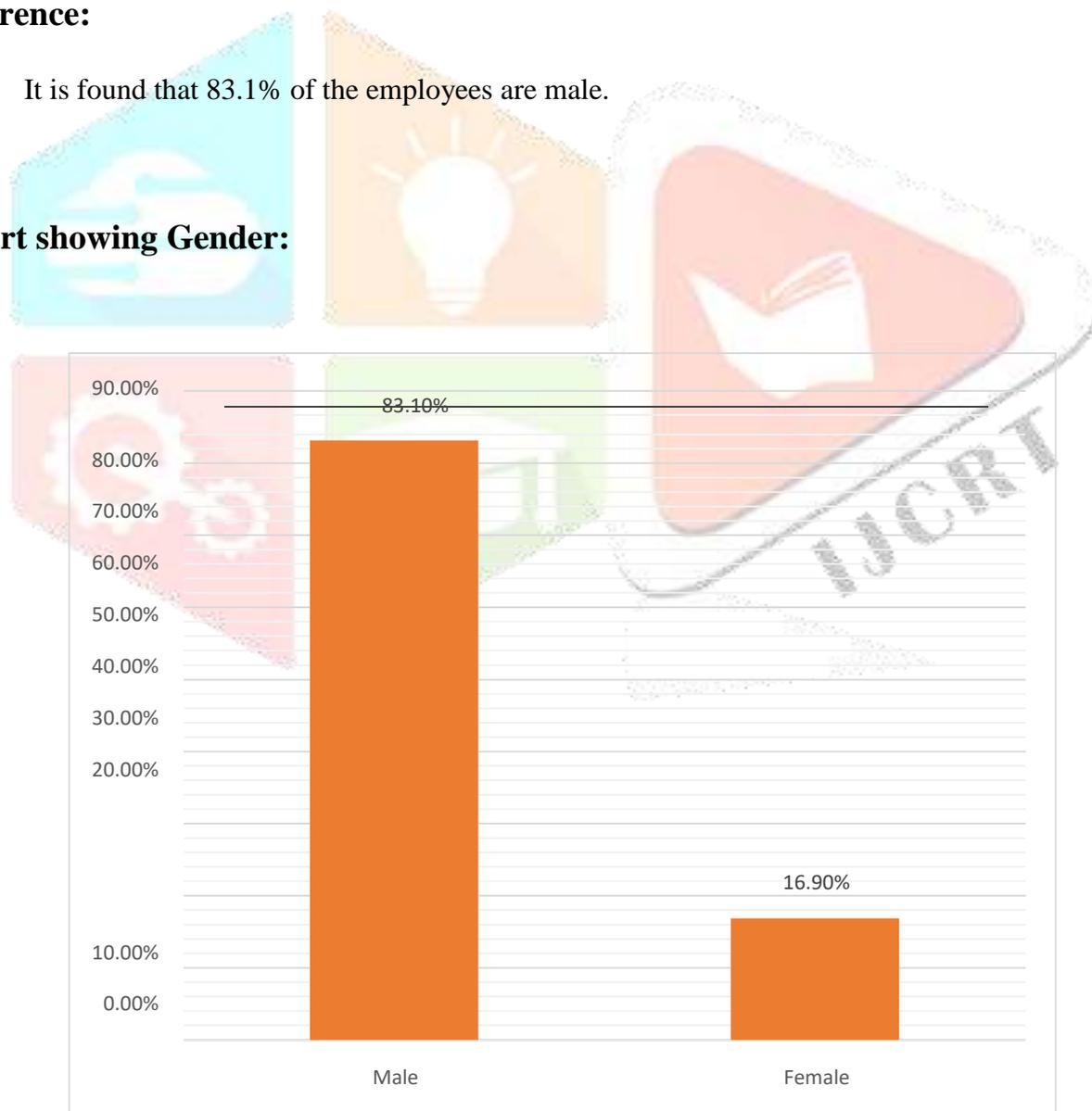
S. No.	Age (years)	No. of Respondents	Percentage
1	Male	103	83.1
2	Female	21	16.9
<b>TOTAL</b>		<b>124</b>	<b>100</b>

**Findings:**

From the above table, it is understood that 83.1% of the respondents are male and 16.9% of the respondents are female.

**Inference:**

It is found that 83.1% of the employees are male.

**Chart showing Gender:**

## YEARS OF EXPERIENCE

S. No.	Age (years)	No. of Respondents	Percentage
1	0-5 years	53	42.7
2	6-10 Years	33	26.6
3	11-15 Years	25	20.2
4	More than 15 Years	13	10.5
<b>TOTAL</b>		<b>124</b>	<b>100</b>

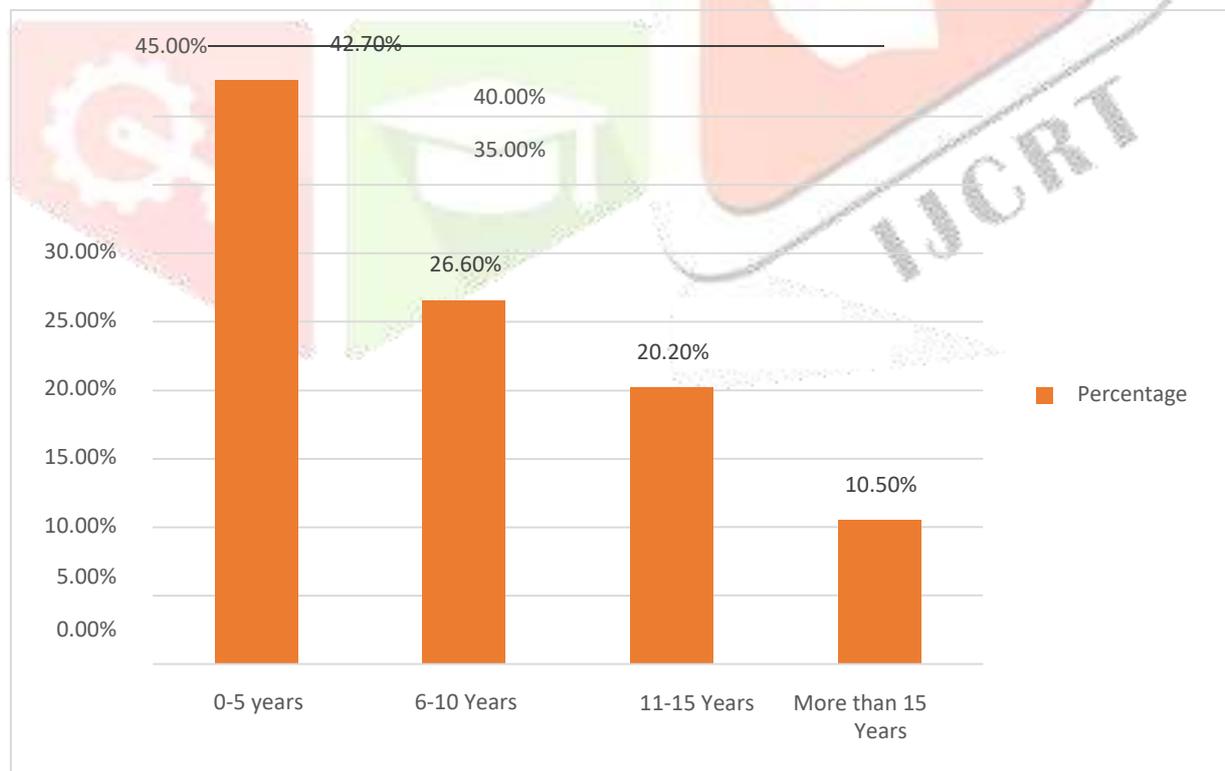
### Findings:

From the above table, it is understood that 42.7% of the respondents are less than 5 years of experience, 26.6% of the respondents are 6-10 years of experience, 20.2% of the respondents are 11-15 years of experience, 10.5% of the respondents are 15+ years of experience.

### Interpretation:

It is found that 42.7% of employees have less than 5 years of experience.

## YEARS OF EXPERIENCE



## MONTHLY SALARY OF THE EMPLOYEES

S. No.	Age (years)	No. of Respondents	Percentage
1	Below 25000	35	23.4
2	26000-30000	29	28.2
3	31000-40000	26	21
4	41000-50000	21	16.9
5	Above 51000	13	10.5
<b>TOTAL</b>		<b>124</b>	<b>100</b>

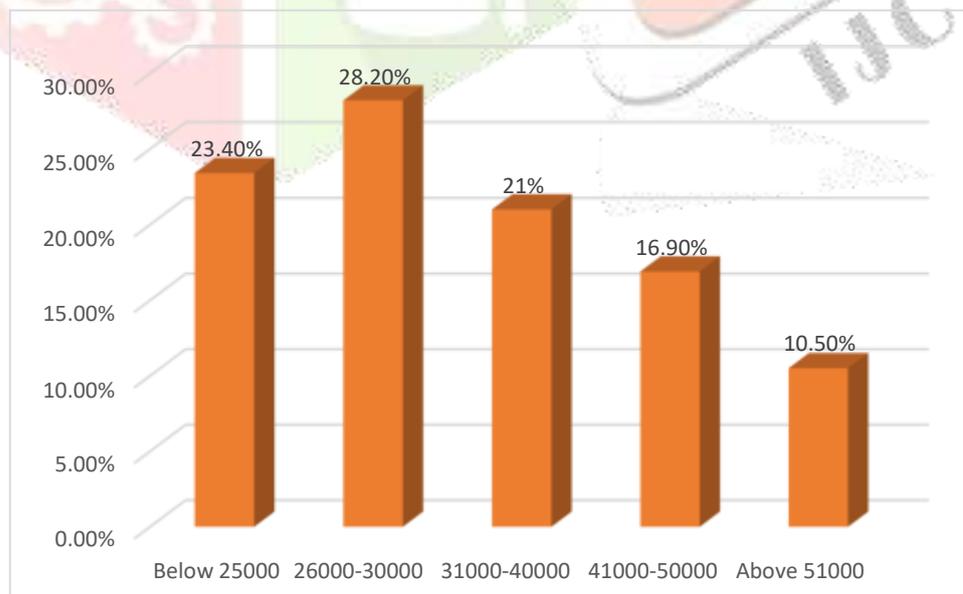
### Findings:

From the above table, it is found that 23.4% of the respondents having income level less than Rs25,000, 28.2% of the respondents having income level in between 26,000-30,000, 21% of the respondents having income level in between 31,000-40,000, 16.9% of the respondents having income level in between 41,000-50,000 and 10.5% of the respondents having income level more than 51,000.

### Interpretation:

It is found that 28.2% of employees have income level between 26000 -30000

## MONTHLY SALARY OF THE EMPLOYEES



**Findings:**

Majority (37.1%) of employees have less than 25 Years old. Majority (83.1%) of the employees are male. Majority (42.7%) of employees have less than 5 years of experience. Majority (28.2%) of employees have income level between 26000 -30000. Majority (83.9%) of employees are of the positive opinion about strategies of HR practices are vital for employee engagement. Majority (31%) of responses from Very High in Effective Self-Managed team impact of Employee Engagement. Similarly, Majority (27%) of responses from High in Performance based Compensation impact of Employee Engagement. Similarly, Majority (32%) of responses from Very High in Growth Opportunities impact of Employee Engagement. Similarly, Majority (42%) of responses from Very High in Effective Communication impact of Employee Engagement. Finally, Majority (46%) of responses from Very High in Flat Organizational Structure impact of Employee Engagement.

**Suggestion:**

Organization may increase the frequency of training as employees have mentioned that sometimes they are given training to upgrade towards emerging technologies. Most of the employees have mentioned that reskilling results on career growth, so organization can also focus on other factors such as saving time, decreasing complexity for further advancement. Organization may focus more on benefits attained by employees towards reskilling because it is rated as moderate. Organization reskilling can increase work engagement practices because there is no significant difference towards impact of new technology on work engagement practices. Strategies if modified effectively will help employees to have more engagement in their activities.

**Conclusion:**

As per the observations and analysis it seems that most of Employee are Engaged and like there work and organization except few Employees who are not Engaged and few who nearly engaged and can be changed to an engaged employees by their supervisors by proper planning. Employee Engagement is the buzz word term for Employee Communication. It is a positive attitude held by the employees towards the organization and its value. It is rapidly gaining popularity, use and importance in the workplace and impacts organization in many ways. Employee Engagement emphasise the importance of employee communication on the success of a business. An organization should has recognized employees.