

A STUDY ON EFFECTIVENESS OF EMPLOYEE RETENTION STRATEGIES

Submitted in partial fulfillment of the requirements for the award of
MASTER OF BUSINESS ADMINISTRATION

by

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

**INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)**

**Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE
JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119**

APRIL 2022



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the Bonafide work of **THARANI H (40410182)** who carried out the project entitled "**A study on effectiveness of employee retention strategies**" under my supervision from December 2021 to May 2022.

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ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my thanks to **DR. BHUVANESHWARI G**, Dean, School of Business Administration and **DR. PALANI A**, Head, School of business administration for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my project Guide **DR. RANI J**, School of business administration for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I would like to express my sincere and deep sense of gratitude to my **Respondents**, for their valuable time for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the Department of Business Administration who were helpful in many ways for the completion of the project.

(THARANI.H)

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ABSTRACT

Employee Retention is a challenging concern of the organization. This study stressed on Employee Retention strategies. Employees are the assets of the organization. To retain skilful and committed employees in the organization, management should take care of employee satisfaction. Find out the reasons of employee turnover and overcome this. The purpose of this study is to prove how employee retention is essential in this day and age, and if the organizations are not awake to the situation and immediate actions are not taken to that effect, what repercussions lay ahead and how they would affect the organization and the industry. Research says that most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases, low salary, lack of growth prospects and motivation compel an employee to look for a change. The management must try its level best to retain those employees who are really important for the system and are known to be effective contributor.

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CHAPTER-1

INTRODUCTION

INTRODUCTION

One of the greatest challenges in today's business world is to stay up to speed in a time of technological growth. Fundamental changes are taking place in the work force and the work place that promise to radically alter the way companies relate to their employees. As we hurtle ahead at an increasing pace every field, employee retention becomes a concern for all companies at the present strong job market. There are a great number of employment opportunities for talented professionals. It has been found out that, higher the skills of the employees, the greater the demand for their services. Hiring and retaining good employees have become the chief concerns of nearly every company in every industry. Companies that decide to proactively fulfil those needs will become the dominant players in their respective markets. Hence employee retention is a very important issue that organization must tackle.

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention can also be considered as a business management term referring to efforts by employers to retain current employees in their workforce.

1.1. DEFINITION OF RETENTION STRATEGIES:

A retention strategy is a plan that organizations create and use to reduce employee turnover, prevent attrition, increase retention, and foster employee engagement. While some turnover is inevitable, building a retention strategy to prevent as much voluntary turnover as possible can save an organization a lot of time and money. After all, it's much easier and much less expensive to train and develop your current employees than it is to continually hire new people. Employee retention is a phenomenon where employees choose to stay on with their current company and don't actively seek other job prospects. The opposite of retention is turnover, where employees leave the company for a variety of reasons. Retention is defined as the process by which a company ensures that its employees don't quit their jobs. Every company and industry have a varying retention rate, which indicates the percentage of employees who remained with the organization during a fixed period.

1.1.1 EXTERNAL DRIVERS OF THE RETENTION CRISIS:

Major changes have occurred in organizations, both internally and externally, making this issue more critical today than in previous year. Unfortunately, these changes will only worsen the crisis in the future.

- a) Economic growth
- b) Slower growth of job seekers

1.1.2. INTERNAL DRIVERS OF THE RETENTION CRISIS:

Internal changes in organizations operate in concert with the external influences to drive excessive turnover. Internal issues include structural changes within the organization and changes in employees' attitude about work and their employees.

- a) Lack of company loyalty
- b) Desire for challenging and useful work
- c) Need for autonomy, flexibility and independence.
- d) Need for performance-based rewards
- e) Need for recognition for participations, accomplishments, and contributions
- f) Desire for different kind of benefits
- g) Need to learn new skills
- h) Career growth in all directions
- i) Desire to be on the leading edge
- j) Desire for competitive compensation
- k) Need for a caring, supportive environment
- l) Need for work/life balance

Employees are an organization's business. And those who manage business both large and small face stiffer competition domestically and abroad. In fact, retaining good workers is the tipping point between success and failure for many organizations. According to Gregory P. Smith, author of "Here today, here tomorrow: Transforming your workforce from High Turnover to High Retention", the following attributes are essential to a high-retention organization.

- Clearly defined organizational direction and purpose
- Caring management
- Flexibility in benefits

- Open, straight forward communication
- Energetic and enthusiastic work environment
- Effective performance appraisals
- Rewards and recognition
- Training and development
- Paying competitive wages
- Respecting employees
- Retention bonuses

Every organization needs to work on the retention strategies by focusing mainly on the employees and his contribution to the organization.

1.1.3. RECRUITMENT AS A RETENTION STRATEGY:

Retention begins long before an employee's first day on the job. In the twenty-first country employment world, organization must look at the foundations of retention through the eyes of potential employees. They are the customers for their jobs. Job descriptions, recruitment, selection, and orientation are the foundations of retention. If a good foundation is not prepared for the employees, organization cannot expect them to stay. Employees will no longer endure what they do not like in their employment situation. They have the power in the knowledge of their abilities and confidence in their value in the marketplace. With greater loyalty to their career and their skills than to their employer, they move on.

1.1.4. RETHINKING RETENTION MODEL

In most organizations, operations management drives sales, service, quality, and safety, with various staff departments providing tracking, training, and other services. And the responsibility of handling employee's retention is usually taken up only by the HR. with this setup, organizations fail to tackle the problem of employee turnover. Keeping this in mind, Richard P. Finnegan came up with the 'Rethinking retention model'

The core ingredient of the Rethinking Retention model is the shared responsibility of operations management and staff support for increasing employee's retention.



▪

1.2. INDUSTRY PROFILE

Managing for employee retention involves strategic actions to keep employees motivated and focused so they elect to remain employed and fully productive for the benefit of the organization. A comprehensive employee retention program can play a vital role in both attracting and retaining key employees, as well as in reducing turnover and its related costs. All of these contribute to an organization's productivity and overall business performance. It is more efficient to retain a quality employee than to recruit, train and orient a replacement employee of the same quality. Fairness and transparency are fundamental yet powerful concepts that can make a lasting impression on employees. According to SHRM's Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open research report, employees identified these five factors as the leading contributors to job satisfaction:

1. Respectful treatment of all employees at all levels.
2. Compensation/pay.
3. Trust between employees and senior management.
4. Job security.
5. Opportunities to use their skills and abilities at work.

Employee job satisfaction and engagement factors are key ingredients of employee retention programs. The importance of addressing these factors is obvious, but actually doing so takes time and these tasks are often left for another day. However, the payoff of focusing on employee retention in terms of increased performance,

productivity, employee morale and quality of work, plus a reduction in both turnover and employee-related problems is well worth the time and financial investment. The bottom line is that by managing for employee retention, organizations will retain talented and motivated employees who truly want to be a part of the company and who are focused on contributing to the organization's overall success.

1.2.1 ADVANTAGES OF RETENTION STRATEGIES

Employee retention is not just about minimizing damage to the organization when employees leave. It also offers opportunities to improve company performance across a number of key metrics. The following are 10 ways effective employee retention strategies and processes benefit organizations.

Cost Reduction

Large U.S. employers spend upwards of \$1 trillion on finding and recruiting replacement workers annually. Costs include advertising, interviewing and screening. Onboarding expenses, like training and management oversight, also add up. Other issues include lost productivity, lower engagement, customer service problems and company culture impact, all of which compounds the cost of turnover.

Morale Improvement

A revolving door environment can dampen employee morale. Aside from lost connections, employees who remain may have to take on heavier workloads or responsibilities. As a result, their motivation and satisfaction can also nosedive. Just as concerning is the contagious nature of turnover. Employees may decide to leave because they notice others are job hunting, talking about quitting or actually leaving the company.

Organizations with successful employee retention programs can lift employee morale, enable greater connectedness and engagement, and create contagions of positive emotions in the workplace.

Experienced Employees

One crippling cost of high turnover is the loss of institutional knowledge, skills and relationships within the organization and with customers and partners that disappear when an employee exits. The organization also loses the potential value the employee could have delivered, also known as the opportunity cost. When senior employees depart, the loss can impact succession planning as well. These employees particularly top performers or those with in-demand skills are often at risk for turnover even in times of high unemployment. Organizations that focus on retaining more senior or experienced employees see significant returns as these professionals are apt to solve complex issues on their own, which benefits the organization.

Recruitment and Training Efficiency

Replacing an employee carries significant costs. After an organization finds qualified employees and successfully recruits and onboards them, they have to be trained. Should a new hire leave, all that money goes down the drain. By focusing on employee retention, recruiting costs can be dramatically reduced. Another consideration is to recruit from within the organization. The cost to train and reskill an employee from within can save an organization tens of thousands of dollars per person.

Increased Productivity

Persistent turnover causes a host of issues for employers. The most immediate impact is loss of productivity. On average, it can take a new hire one to two years to reach the productivity of an existing employee. In addition, new hires need time to build relationships with co-workers and customers. An understaffed environment also causes problems of its own among them, employee overtime and burnout, lower work quality and delays.

Effective employee retention can save an organization from productivity losses. High-retention workplaces tend to employ more engaged workers who, in turn, get more done. Engaged employees are more likely to improve customer relationships, and teams that have had time to coalesce also tend to be more productive.

Better Customer Experience

Customer experience is a customer's perception or opinion about their interactions with a business, from their first interaction to post-sale support. These interactions depend on employees whose own experiences can impact how they engage with customers. This is where turnover can take a toll. For example, new employees might take longer to get things done, may be less adept at problem-solving and are more prone to customer service mistakes all of which can damage the customer experience. In turn, customers might share their negative experiences, putting the organization's reputation at risk. On the other hand, satisfied employees typically have higher morale and capabilities that shine through when working with customers.

1.2.2. DISADVANTAGES OF RETENTION STRATEGIES

In the current scenario, a major challenge for an organization is to retain its valuable and talented employees. The management can control the problem of employees quitting the organization within no time to a great extent but can't put a complete full stop to it. There are several challenges to it.

Let us understand the challenges to employee retention:

- **Monetary dissatisfaction is one of the major reasons for an employee to look for a change.** Every organization has a salary budget for every employee which can be raised to some extent but not beyond a certain limit. Retention becomes a problem when an employee quotes an exceptionally high figure beyond the budget of the organization and is just not willing to compromise.

The organization needs to take care of the interests of the other employees as well and can't afford to make them angry. The salaries of the individuals working at the same level should be more or less similar to avoid major disputes amongst employees.

A high potential employee is always the centre of attention at every workplace but one should not take any undue advantage. One should understand the limitation of the management and quote something which matches the budget of the organization. An individual should not be adamant on a particular figure,

otherwise it becomes difficult for the organization to retain him. Remember there is a room for negotiation everywhere.

- **In the current scenario, where there is no dearth of opportunities, stopping people to look for a change is a big challenge.** Every organization tries its level best to hire employees from the competitors and thus provide lucrative opportunities to attract them. Employees become greedy for money and position and thus look forward to changing the present job and join the competitors. No amount of counselling helps in such cases and retaining employees becomes a nightmare.
- **Individuals speak all kind of lies during interviews to get a job.** They might not be proficient in branding but would simply say a yes to impress the recruiter and grab the job. It is only later do people realize that there has been a mismatch and thus look for a change. Problems arise whenever a right person is into a wrong profile. An individual loses interest in work whenever he does something out of compulsion. The human resource department should be very careful while recruiting new employees. It is really important to get the reference check done for better reliability and avoid confusions later.
- **Some individuals have a tendency to get bored in a short span of time.** They might find a job really interesting in the beginning but soon find it monotonous and look for a change. The management finds it difficult to convince the employees in such cases.

Individuals must also understand that every organization has some or the other problem and adjustment is required everywhere, so why not in the present organization? It becomes really difficult for the HR Department to find out what exactly is going on in the minds of the individual. An individual should voice his opinions clearly to make things easier for the management.

- **Unrealistic expectations from the job also lead to employees looking for a change.** There is actually no solution to unrealistic expectations. An individual must be mature enough to understand that one can't get all the comforts at the workplace just like his home. Individuals from different backgrounds come together in an organization and minor misunderstandings might arise but one should not make an issue out of it.

An individual must not look for a change due to small issues. One needs time to make his presence feel at the organization and must try his level best to stick to it for a good amount of time and ignore petty issues.

- It promotes groupism amongst old employees which creates an insecure environment for

new employees.

- Improper mixing of staff affects productivity and ensures poor quality of work.
- Excessive liberty to staff just to maintain work flow affects quantity and quality both.
- Flexible work timings rarely justify the work delivered.
- Retaining non-delivering staff kills the productivity and creativity of knowledgeable

employees.

- Retaining spoon-fed and complaining employees add to the cost of the organization.
- Affluent employees who do not require a job, rarely add value to the employee strength.

CHAPTER-2

REVIEW OF LITERATURE

2.1. REVIEW OF LITERATURE:

Hom and Griffeth (1995) described in a study that the process of encouraging employees to stay for a long period or till the project completion is termed as retention. **Wysocki's (1997)** pointed out the view of "The society of Human resource Management" that retention of employee is the hottest topic in the current scenario. **Drucker (1999)** explained that employees voluntarily quit their job is a potential retention issue. Trip.R, while discussing turnover stated that for many organizations, Voluntary turnover is a big challenge. Turnover may be voluntary or involuntary and functional or dysfunctional. Voluntary turnovers refer to leaving of an employee in an organization voluntary i.e., the employee himself decides to leave\resign from the organization. In involuntary turnover, the employer expels the employee i.e., the employee leaves the organization unwillingly. It could be due to low performance, conflict or due to employment-at-will. When a low performer leaves the organization, it is referred as functional turnover. When a high performer leaves, it is referred as dysfunctional turnover which incurs cost to an organization.

Terence et al., (2001) stated that there are so many reasons for an employee to leave voluntarily. Some may be personal and some may be influenced by organizational factors. Personal reasons such as family situation, career growth and attractive job offers etc. Organization factors includes lack of promotional opportunities, unfair treatment among employees and mismatch between personal values and organizational values, etc., Overall turnover is a great problem for both organization and individual. Further it is clearly discussed that occurrence of shock which is expected or unexpected leads to serious thoughts (i.e., intention) to leave. Shocks may be positive, negative or neutral. Positive such as alternative job offers, pregnancy etc., Negative such as leaving of friends, poor performance appraisal etc, and neutral such as relocation of spouse, changes in administration etc.

Maqsood Haider et al. (2005) undergone research in Telecom sector and conversed that the competition to hunt and retain talents is tougher all the time and discussed that employees effective human resource practices show a positive and direct

relationship in retaining employees. Further, it is analysed that culture and compensation have a positive impact; training and development has a negative impact over employee retention.

Abeysekera (2007) in a study evaluated the HR practices like realistic information about job, job analysis, work life balance and career opportunities, supervisor support and compensation and their impact on employees' intentions to leave which resulted that compensation and job analysis have positive impact on employee turnover. **Holtom et al. (2008)** discussed in this study that the factors that makes the employee for staying and leaving were different.

Hay group (2009) stated that employee engagement includes components such as commitment and discretionary effort. Commitment refers to employees' attachment with an organization and the intent to continue with Discretionary effort refers to the employees' readiness to leave. It is discussed that these two components must be considered seriously.

Taylor (2010) while explaining turnover stated that pull and push factors are to be considered. Positive attraction towards alternative job opportunity is pull factor, in which employees are searching for alternative job opportunities even if they are happy and satisfied. In this circumstance, it is highly essential that employer/management must understand the real value of their employees and identify the reasons for searching or what they are expecting in the current job and this would help to retain the talents. The next important factor is push factors, in which some dissatisfied circumstances are prevailing in the current organization which makes the employee to leave for refining work like. There are several attributes for pull and push factors that need to be identified and focussed more.

Cardy and Lengnick-Hall (2011) conducted a study on retention of employees, which emphasizes more on customer-oriented approach. Employee equity model is the method followed in this research. This study explores more regarding employees' value rather than external factors which have effects on the employees whether to stay or to leave. In other words, this study was concentrated towards internal factors which makes the employees to stay or leave.

Chitra and Latha (2011) conducted research on employee retention in IT sector. The main aim of the research is to identify why employees are migrating one from

companies to another i.e., reasons for migration and to analyse the retention benefits. Discriminate analysis tools were used and resulted that the sector has to focus on compensation, job satisfaction and job security as these were some of the important tools used for retention of employees in organizations.

Tripathi et al. (2011) attempted to analyse the problems faced by the professional institutions i.e., private and government institutions and the factors to overcome the difficulties faced by them. Analysis with respect to private and government institutions for Level of job satisfactions, tenure of working, working environment, working hours, job switches and its reasons, faculty loyalty and tenure of service and retention tools were suggested in this study. Pay dissatisfaction, lack of career growth opportunities, uncomfortable work environment, unsecured job, Loyalty are the factors which determine an attitude in faculties concerning their institutions. The study cited reasons for faculties leaving in existing employment and what made them to stay in the current employment.

Sadaf Zahra et al. policies are some of the key factors in turnover intention and employees consider these a lot when compared to recognition and rewards. It is concluded that less flexibility and heavy work load affects family like. Apart from these motivation, competitive pay, supervisory support, leadership, programs for career development would reduce intention to leave.

Chartered Institute of Personnel and Development report i.e., CIPD (2015) had identified the factors for employee leaving as push and pull factors.

Gary Dessler and Biju Varkkey, while discussing a comprehensive approach to retaining employees, stated that after identifying problems of retention, action can be taken to boost employee retention by way of pay rise, hire smart, discuss carers, provide direction, offer flexibility, attractive employee welfare measures, HR practices for high performance, binding contracts etc.

Priyanka and Dubey S K (2016) in their study performed exploratory factor analysis using principal component technique. Low salary no career growth opportunity lack of support from the peer, supervisors and family members, little learning opportunities, poor working environment i.e., no workplace safety, communication and insecurity in job.

Kossivi and Kalgora (2016) attempted to study the various factors for retention from the findings of various previous research studies and brought some factors such as opportunity for development, social support etc., In their study, supervision and leadership are explored more and the factors like organizational culture, autonomy and training and development are less explored. Further the scope for the research also stated the conclusion that based on category of employees can be done in future.

Vijayalakshmi V (2012) attempted to analyse the influencing factors of employee retention in automobile industry to find out India Objectives of the study i.e., to study the employee retention practices in automobile industry. To find out employees' overall satisfaction towards work environment culture. To examine the training and development opportunities offered and its effectiveness. To analyse compensation factors, Tools used in this study are chi-square analysis, regression analysis, Mann-Whitney test, Kruskal Wallis test and analysis of variance. This study discussed the retention management in global perspective as 'It includes salary which is competitive, balancing work-life between personal and professional life, offering training, determining the performance of the employees through conducting semi-annual reviews, conducting events, i.e., celebrations, providing appropriate rewards and recognitions with the view to motivate employees for better performance. These are all the factors considered both by the employer as well as the employee globally. Apart from these, some of the measures are advised to be adopted by the firms. Firstly, assessment and reward of managers are to be taken care of. Secondly, it's about conducting period interviews focussing on retention. The linking factors behind these strategies is HR managers and their role is very vital in retaining employees in organizations". Further it is discussed about the retention management in Indian perspective as "Strategies like better working environment, good compensation i.e., monetary and non-monetary and flexi work hours, good superiors' subordinate relationships, spending money on training and development which can enhance learning environment are considered in retaining employees in any companies in a current scenario. Additionally, management support, stimulate corporate culture, employee empowerment led to job satisfaction which in turn increase employee retention. In Indian perspective, better communication between superior and subordinate, and growth and training opportunities have high preference and improvement of monetary benefits also lead to better employee retention.

CHAPTER-3

RESEARCH METHODOLOGY

3.1. RESEARCH

Research is the process of systematic and in the depth study of any particular topic, subject or area of investigation, backed by collection, compilation, presentation and interpretation of relevant details of data.

Research is an art of scientific investigation. The advanced learner's dictionary of current English lays down the meaning of research as, "A careful investigation or inequity especially through the research for the new facts in any branch of knowledge.

3.2. NEED FOR STUDY:

Employee retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees so that they stick to the organization for the maximum time and contribute effectively. Sincere efforts must be taken to ensure growth and learning for the employees in their current assignments and for them to enjoy their work.

Employees retention has become a major concern for corporates in the current scenario. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reason leading to the decision.

3.3. OBJECTIVES OF THE STUDY:

- To identify how retention strategy reduce turnover
- To know how employees feel engaged in the organization
- To know what are the managerial role in the retention techniques
- To study the problems of the employees in the organization.

3.4. SCOPE OF THE STUDY:

Hiring is not an easy process: The HR professional shortlists few individuals from a large pool of talent, conducts preliminary interviews and eventually forwards it to the respective line managers who further grill them to judge whether they are fit for the organization or not. Recruiting the right candidate is a time-consuming process

When an individual resigns from his present organization, it is more likely that he would join the competitors: In such cases, employees tend to take all the strategies, policies from the current organization to the new one. Individuals take all the important data, information and statistics to their new organization and in some cases even leak the secrets of the previous organization. To avoid such cases, it is essential that the new join is made to sign a document which stops him from passing on any information even if he leaves the organization. Strict policy should be made which prevents the employees to join the competitors. This is an effective way to retain the employees.

3.5. RESEARCH DESIGN

A “research design is a specification of methods and procedures for acquiring the information needed to structure or to solve problems”. It is the overall operation pattern or frame work of the project that stipulates what information is to be collected, from which sources, and by what procedures.

The arrangement of conditions suitable for collection and analysis of data varies depending upon the type of research study the type of research can be represented of several types.

3.5.1. ANALYTICAL RESEARCH:

The research has to use facts or information already available, and analyse this to make a critical evaluation of the material is known as Analytical research.

3.5.2. DESCRIPTIVE RESEARCH:

Descriptive research is designed to describe something, such as demographical characteristics of consumers who use the products. It deals with determining frequency with which something occurs or how two variables vary together. This study is also guided by an initial hypothesis.

3.5.3. SAMPLING TECHNIQUE:

Convenience sample is used in this study. Convenience sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents. It is the market research data from a technique as it's incredibly prompt, and uncomplicated, economical.

3.6. STATISTICAL TOOLS:

The statistical tools (SPSS) used to find hypothesis testing through

1. Chi-square
2. ANOVA
3. Paired t-test

3.7. SOURCE OF DATA:

Primary data: The primary data was collected by means of survey. Questionaries were prepared and the responses were collected from HRs of the organizations. The questionnaire contains 23 questions with demographic and important five variables.

Secondary data: The secondary data was collected by referring articles, journals, and keen study on research papers etc.

3.7.1. SAMPLE SIZE:

The research was conducted on the basis of retention strategies of an organization is 200.

3.7.2. AREA OF STUDY:

This study covers the organizations around Chennai

3.7.3. PERIOD OF STUDY

The period of study is around 3 months

3.7.4. STRUCTURE OF QUESTIONNAIRE:

The questionnaire consists totally of 23 questions. The questionnaire is formed using five important variables. It includes five demographic questions. It includes multiple choice questions, Likert scaling questions.

3.8. HYPOTHESIS TESTING:

Null hypothesis:

H0: Employee designations has no relationship with their thoughts about retention techniques helps the development of organization.

H0: Retention techniques are well organized in a company has no relationship with those techniques affects the company's turnover.

H0: Incentive policies may decrease losing the employee has no relationship with rating employee satisfaction on retention strategies.

Alternative hypothesis:

H1: Employees designation has relationship with their thoughts about retention techniques helps the development of organization.

H2: Retention techniques are well organized in a company has relationship with those techniques affects the company's turnover

H3: Incentive policies may decrease losing the employee has relationship with rating employee satisfaction on retention strategies.

CHAPTER- 4

DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

Table 4.1.1. Age wise respondents

Age	No. of respondents	percentage
18-25 years	69	34.3%
28-35 years	87	43.4%
36-45 years	38	19.2%
55 years and above	6	3.1
total	200	100%

Source: primary data

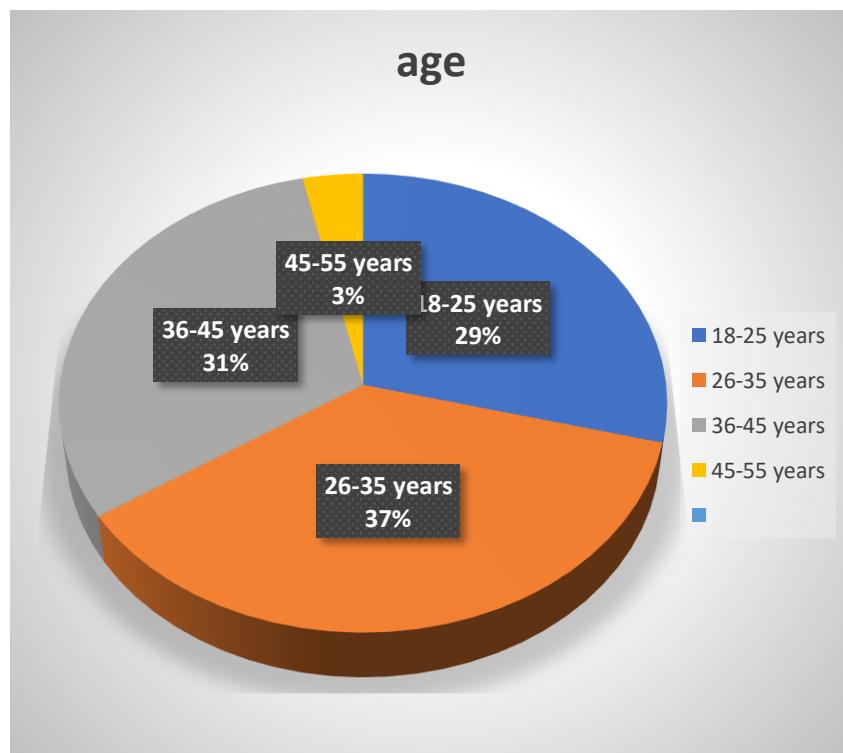


Chart 4.1.1. age wise respondents

INTERPRETATION:

From the table it is interpreted that 43.4% of the respondents comes under age group 26-35 years, and 34.3% of the respondents comes under the age group od 18-25 years and 19.2% of the respondents are of age group 36-45 years and 4.1% of the respondents comes under above 55 years.

Table 4.1.2. gender wise respondents

Gender	No. of respondents	Percentage
Male	108	54%
Female	92	46%
total	200	100%

Source: primary data

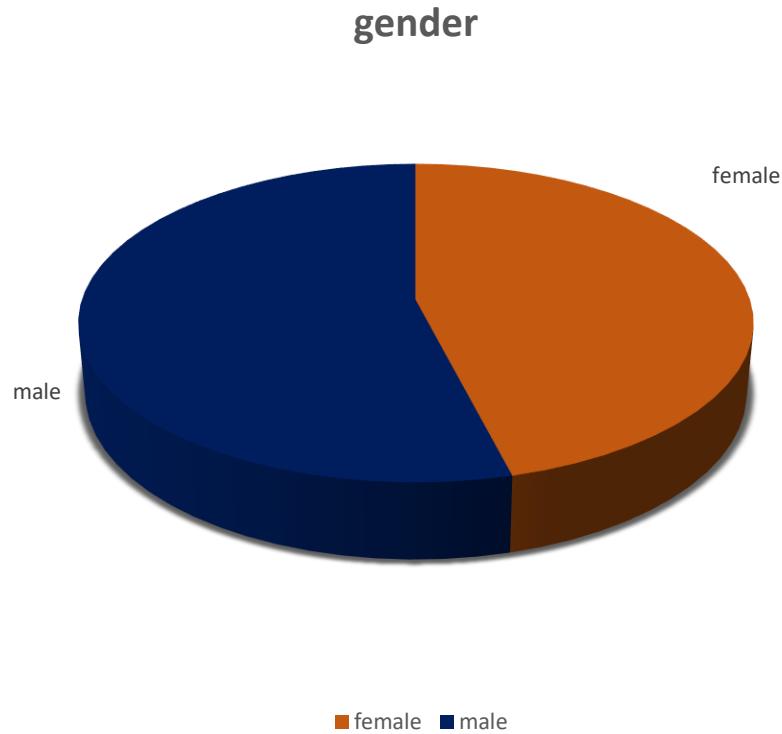


Chart 4.1.2. gender wise respondents

INTERPRETATION:

From the table it is interpreted that 54% of the respondents are male and 46% of the respondents are female.

Table 4.1.3. designation

designation	No. of respondents	Percentage
Hr manager	14	7%
Hr coordinator	37	18.5%
Hr analyst	71	35.5%
Hr trainee	42	21%
others	36	18%
total	200	100%

Source: primary data

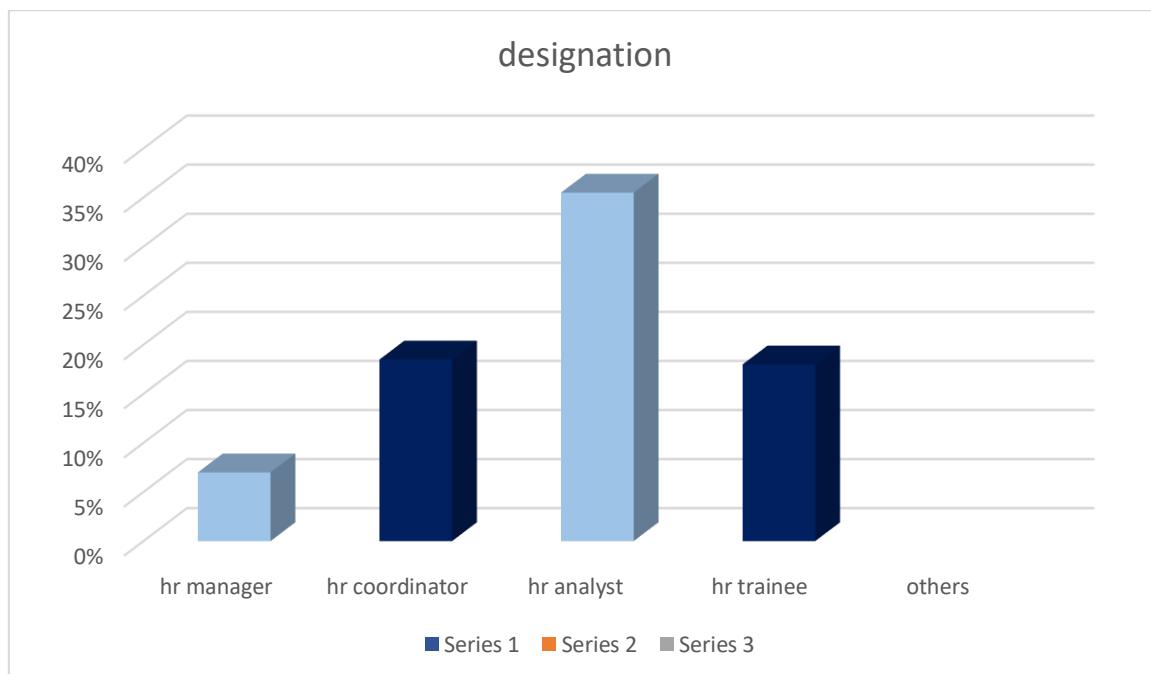


Chart 4.1.3. designation

INTERPRETATION:

From the above table it is clear that 7% of the respondents are HR managers and 18.5% of the respondents are HR coordinators and 35.5% of the respondents are HR analyst and 21% of the respondents are Hr trainee and 18% of the respondents comes under other designations.

Table 4.1.4. employee retention helps the development of organization

Perception	No. of respondents	Percentage
All of the times	25	12.6%
Most of the time	94	47%
Sometimes	62	30.8%
Never	19	9.6%
Total	200	100%

Source: primary data



Chart 4.1.4. employee retention helps the development of organization

INTERPRETATION:

From the above table it is interpreted that 12.6% of the respondents think the employee retention helps the development of the organization all of the times, and 47% of the respondents told most of the times, and 30.8% have told sometimes and 9.6% of the respondents have said never.

Table 4.1.5. how comfortable working with HR team

Comfortability	No. of respondents	Percentage
Strongly disagree	21	10.5%
Disagree	59	29.5%
Neutral	47	23.5%
Agree	57	28.5%
Strongly agree	16	8%
Total	200	100%

Source: primary data

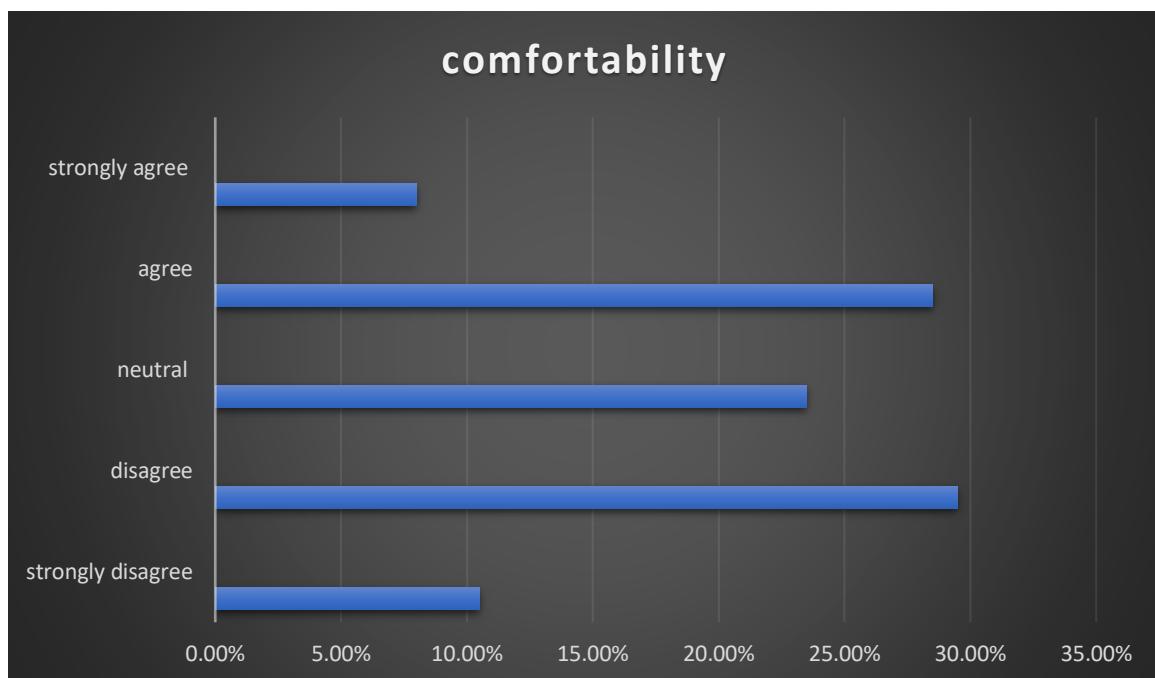


Chart 4.1.5. How comfortable working with the HR team

INTERPRETATION:

From the above table it is interpreted that 10.5% of the respondents strongly disagree and 29.5% of the respondents disagree and 23.5% of the respondents are neutral and 28.5% of the respondents agree and 8% of the respondents strongly agree

Table 4.1.6. experience in their organization

Experience	No. of respondents	Percentage
Less than a year	35	17.6%
1-3 years	18	36.2%
3-5 years	62	31.2%
More than 5 years	30	15.1%
Total	200	100%

Source: primary data

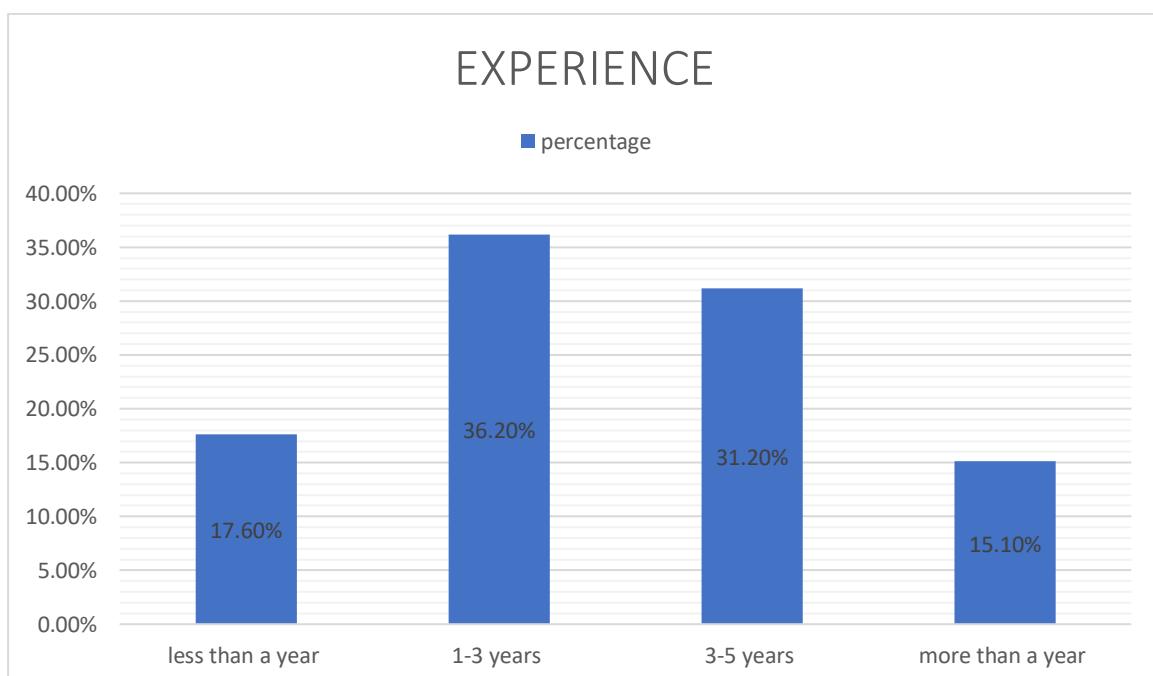
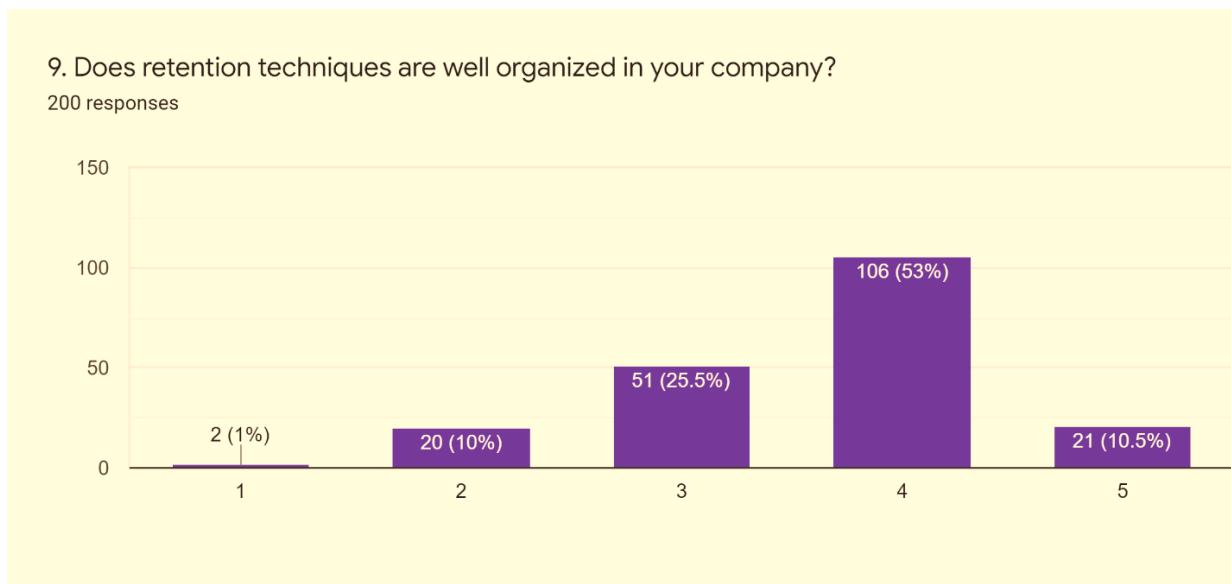


Chart 4.1.6. experience in their organization

INTERPRETATION:

From the table it is interpreted that 17.6% of the respondents worked less than a year, and 36.2% of the respondents worked 1-3 years and 31.5% of the respondents have an experience of 3-5 years and 15.10% of the respondents worked for more than a year.

Chart 4.1.7. retention techniques are well organized in your company



INTERPRETATION:

From the chart it is interpreted that for this Likert scaling survey 1% of the respondent gave scale 1, 20% of the respondents gave scale 2 and 25.5% of the respondent gave scale 3 and 53% of the respondent scaled 4 and 10.5% of the respondent scaled 5.

Table 4.1.7. key retention strategies

Strategies	No. of respondents	Percentage
Compensation	24	12%
Environment	69	34.5%
Growth	51	25.5%
Support	35	17.5%
All of the above	21	10.5%
Total	200	10%

Source: primary data

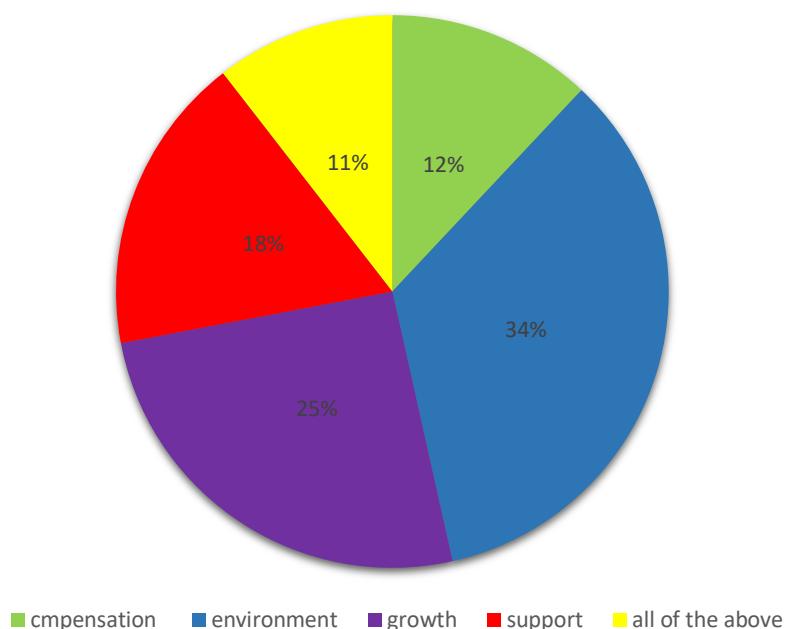
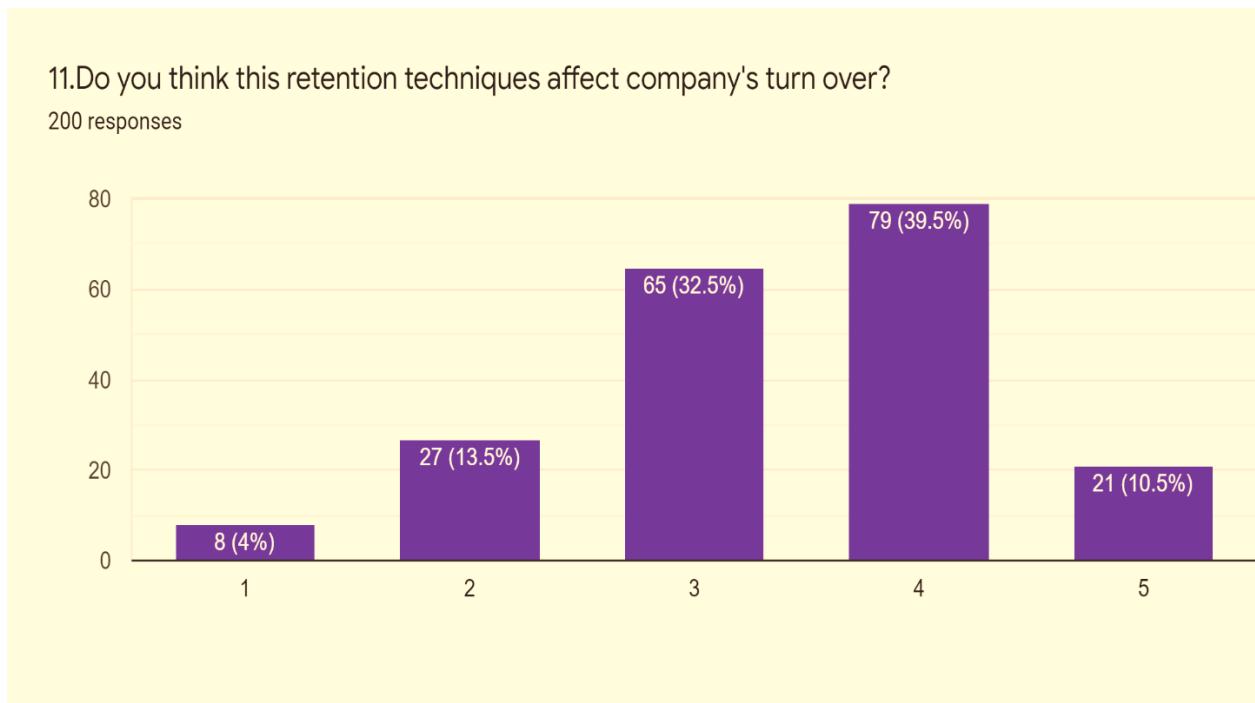


Chart 4.1.8. key retention strategies

INTERPRETATION:

From this table it is interpreted that 12% of the respondent said compensation, and 34.5% of environment, and 25.5% of growth and 17.5% of support and 10.5% of all the above.

Chart 4.1.9. retention techniques affect company's turnover



INTERPRETATION:

From the chart it is clear that, 4% of the respondents scaled 1, 13.5% of the respondents scaled 2, 32.5% of the respondents scaled 3 and 39.5% of the respondents scaled 4, and 0.5% of the respondents scaled 5.

Table 4.1.8. three R's

Perception	No. of respondents	Percentage
All of the time	37	18.5%
Most of the times	82	41%
Sometimes	67	33.5%
Never	14	7%
Total	200	100%

Source: primary data

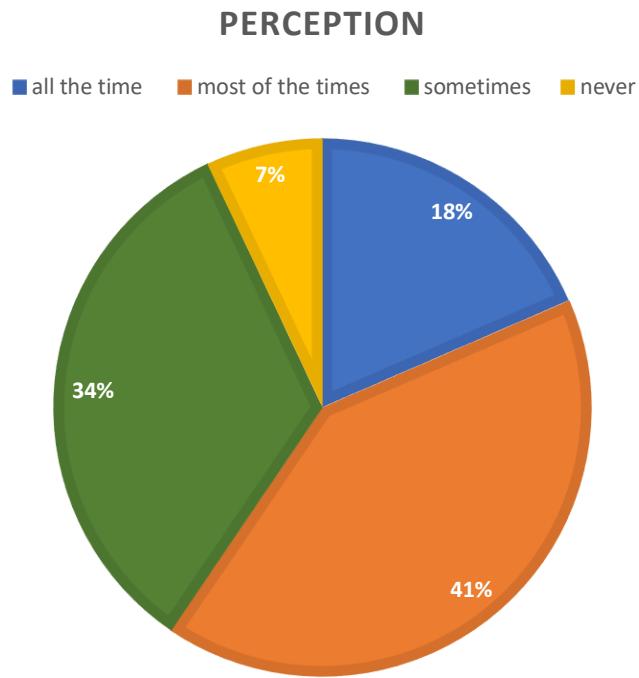


Chart 4.1.10.

INTERPRETATION:

From the table it is interpreted that 7% of the respondents said never and 18% of the respondents said all of the time and 41% of the respondents said most of the time and 34% of the respondents said never.

Table 4.1.9. support

Support	No. of respondents	Percentage
Strongly disagree	25	12.5%
Disagree	47	23.5%
Neutral	59	29.5%
Agree	50	25%
Strongly agree	19	9.5%
Total	150	100

Source: primary data

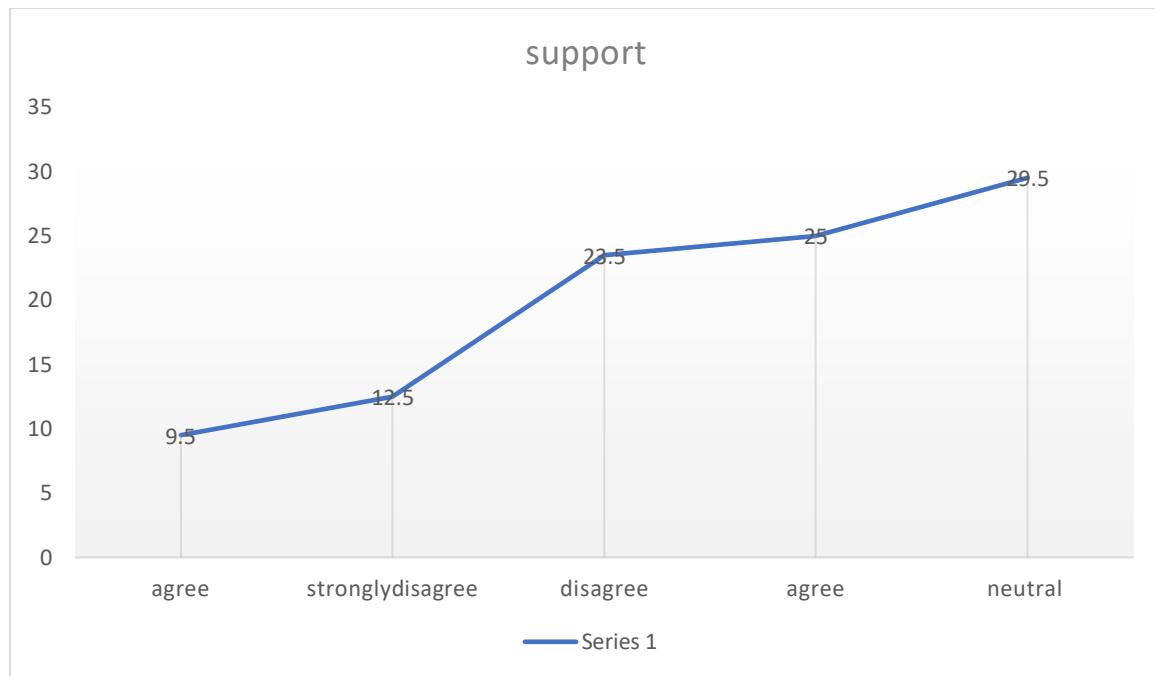


Chart 4.1.11 support

INTERPRETATION:

From the table it is interpreted that 9.5% of the respondents agreed and 12.5% of the respondents have strongly disagreed and 23.5% of the respondents have disagreed and 25% of the respondents have strongly agreed and 29.5% of the respondents are neutral

Table 4.1.10 challenging

Challenging	No. of respondents	Percentage
Extremely challenging	19	9.5%
Very challenging	57.2	28.6%
Moderately challenging	57.2	28.6%
Slightly challenging	48.2	24.1%
Not at all challenging	18	9%
total	200	100%

Source: primary data

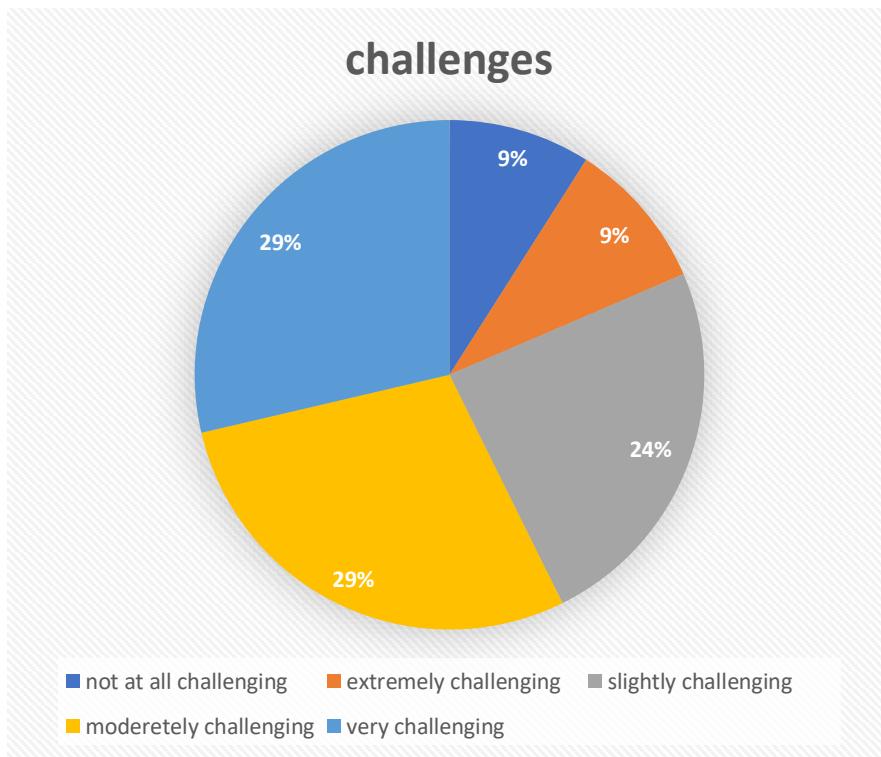


Chart 4.1.12. challenging

INTERPRETATION

From the table it is interpreted that 9.5% of the respondents said extremely challenging and 28.6% of the respondents said very challenging and 28.6% of the respondents said moderately challenging and 24.1% of the respondents said slightly challenging and 9% of the respondents said not at all challenging.

Table 4.1.11. flexibility

flexibility	No. of respondents	Percentage
Agree	45	22.6%
Disagree	96	48.2%
Maybe	58	29.1%
Total	200	100%

Source: primary data

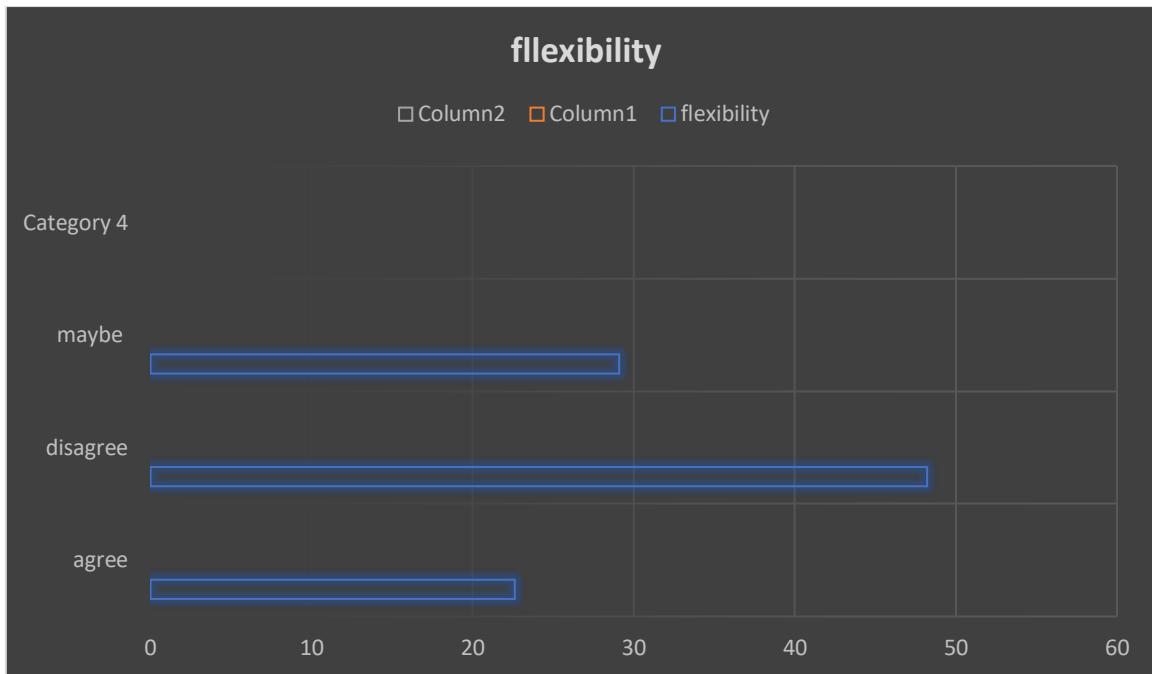


Chart 4.1.13

INTERPRETATION:

From the table it is interpreted that 22.6% of the respondent agreed for the flexibility on concentrating on top talent and 48.2% of the respondents disagree and 29.1% of the respondent are in dilemma state.

Table 4.1.12 open communication

Open communication	No. of respondents	Percentage
Agree	64	32%
Disagree	92	46%
Maybe	64	32%
Total	200	100%

Source: primary data

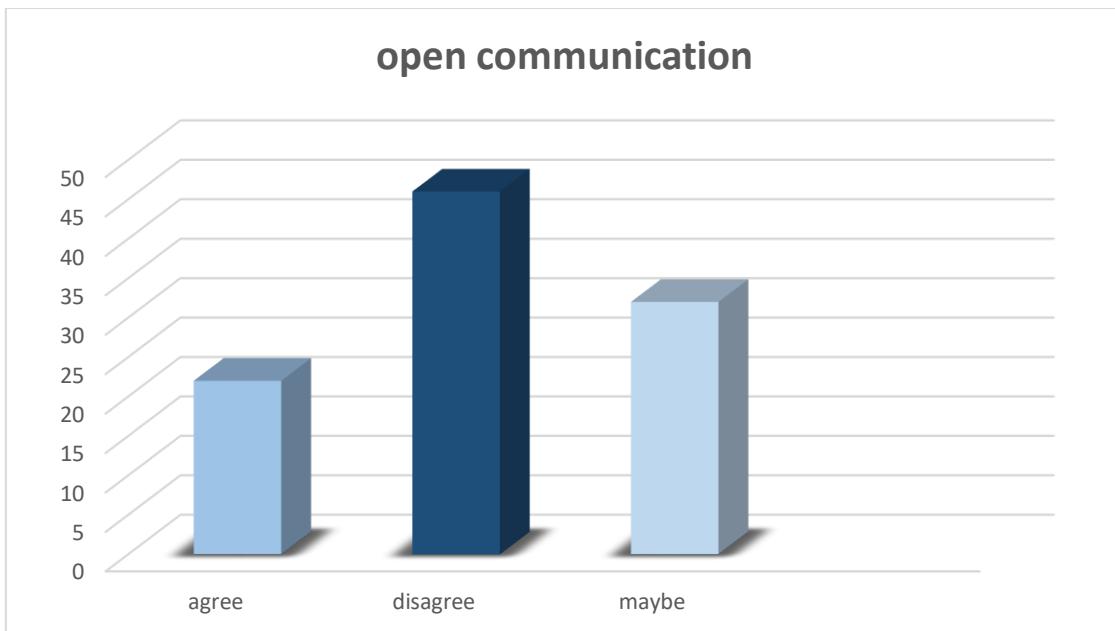


Chart 4.1.14

INTERPRETATION

From the table it is interpreted that 22% of the respondents agree and 46% of the respondents disagree and 32% of the respondents said maybe.

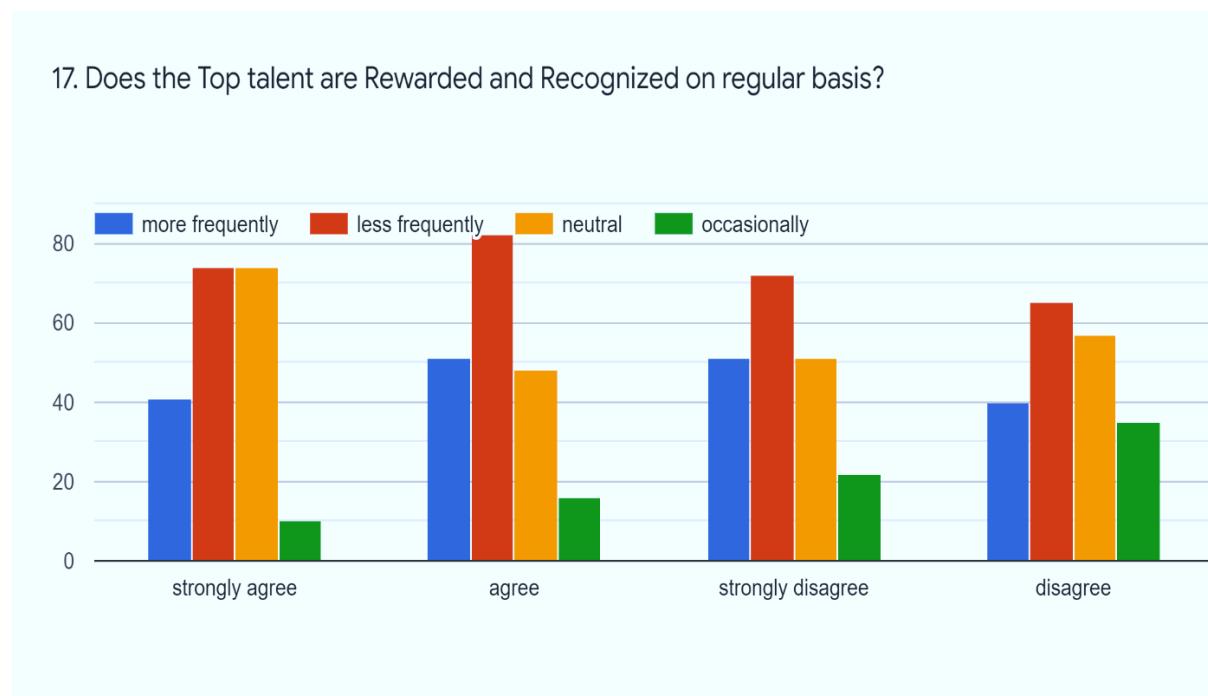


chart 4.1.15 top talent is rewarded and recognized on regular basis

Table 4.1.13. bond process

Bond	No. of respondents	Percentage
Agree	110	55.3%
Disagree	89	44.7%
Total	200	100%

Source: primary data

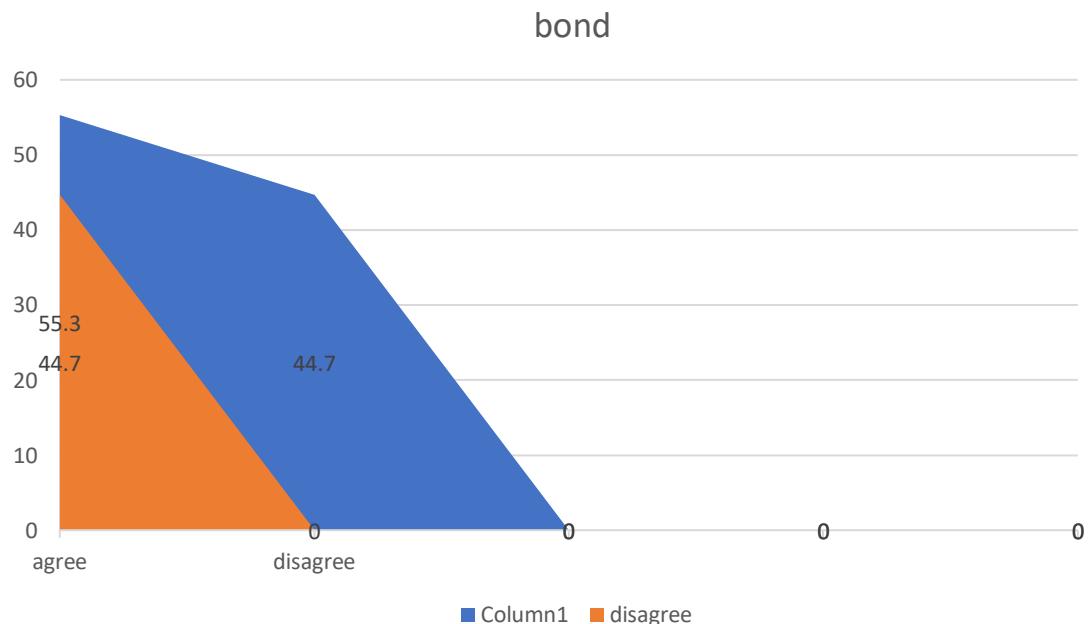


Chart 4.1.16 bond process

INTERPRETATION:

From the table it is interpreted that 55.3% of the respondents have agree that there is a bond process in their organization and 44.7% of the respondents disagree for the bond process in their organization.

Table 4.1.14. employee resignation

Employee resignation	No. of respondents	Percentage
Work pressure	26	13%
Work life balance	71	35.5%
Compensation	62	31%
Organizational culture	41	20.5%
total	200	100%

Source: primary data

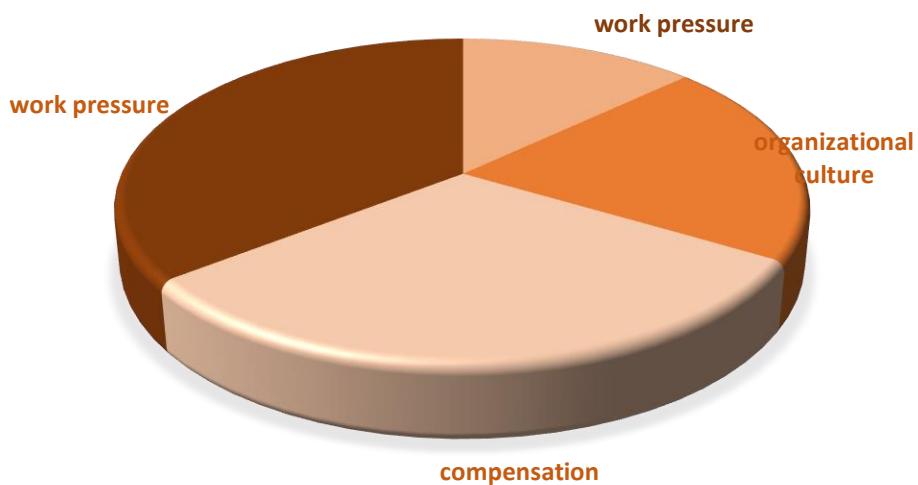


Chart 4.1.17. employee resignation

INTERPRETATION

From the table it is interpreted that 13% of the respondents said employee resignation is because of work pressure and 20.5% of the respondents said organizational culture and 31% of the respondents said it is because of compensation and 35.5% of the respondents said it is because of work life balance.

20. Is good salary and incentives and proper increment policy may decrease losing the employee?
200 responses



Chart 4.1.18.

INTERPRETATION

From the graph it is interpreted that 5% of the respondents scaled 1 and 5% of the respondents said 2 and 27.5% of the respondents scaled 3 and 45% of the respondents said 4 and 9.5% of the respondents said 5.

21. How much do you rate your employees satisfaction with the retention strategies?
199 responses

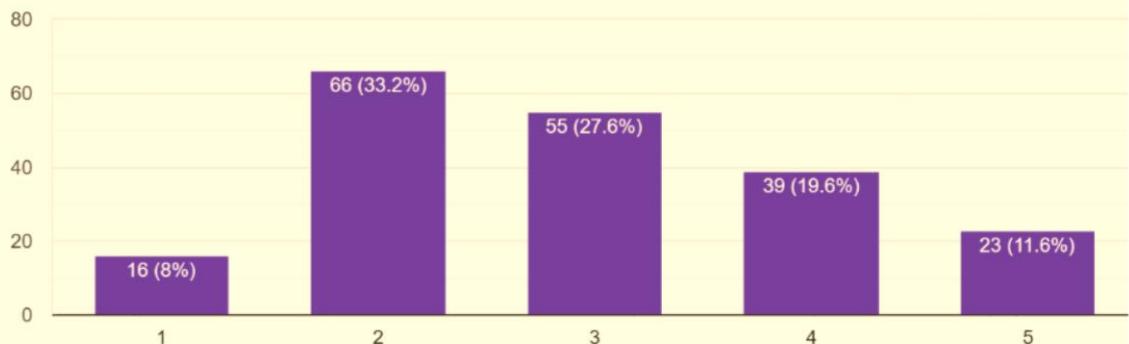


Chart 4.1.19.

INTERPRETATION

From the chart it is interpreted that 8% of the respondents scaled 1 and 33.2% of the respondents scaled and 27.6% of the respondents said 3 and 19.6% of the respondents said 4 and 11.6% of the respondents scaled 5.

Table 4.1. 15. Employee feedback

Feedback	No. of respondents	Percentage
Meetings	34	17%
Questionnaire	75	37.5%
Suggestion box	69	34.5%
Pulse survey	22	11%
Total	200	100%

Source: primary data

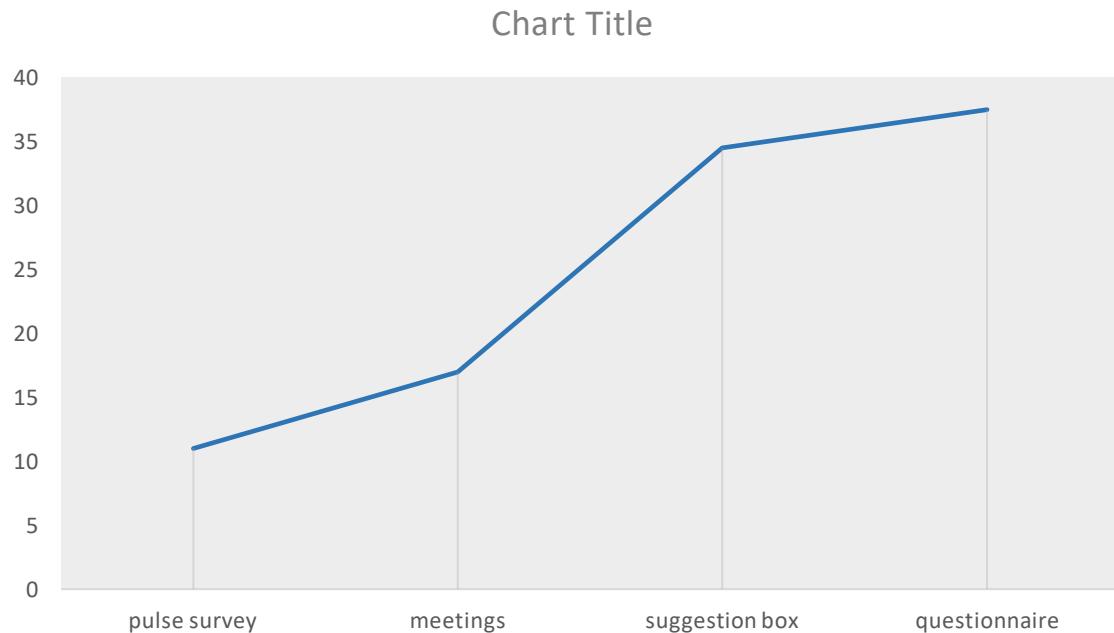


Chart 4.1.20. employee satisfaction

INTERPRETATION

From the table it is interpreted that 17% of the respondents' said meetings and 37.5% of the respondent said questionnaire and 34.5% of the respondents said suggestion box and 11% of the respondents said pulse survey.

4.2. STATISTICAL ANALYSIS

4.2.1. CHISQUARE:

Null hypothesis H0: There is no significant difference between employee designations and retention techniques helps the development of organization.

Alternate hypothesis H1: There is a significant difference between employee designation and retention techniques helps the development of organization.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
5.Designation * 6. Do you think the employee retention helps the development of organization?	200	100.0%	0	0.0%	200	100.0%

5.Designation * 6. Do you think the employee retention helps the development of organization? Crosstabulation

6.Do you think the employee retention helps the development of organization?

		6.Do you think the employee retention helps the development of organization?					Total	
			All of the times	Most of the time	never	sometimes		
5.Designation	HR analyst	Count	0	3	35	8	25	71
		Expected Count	.7	8.9	33.0	6.7	21.7	71.0
HR coordinator		Count	0	4	18	2	13	37
		Expected Count	.4	4.6	17.2	3.5	11.3	37.0
HR manager		Count	1	5	5	0	3	14
		Expected Count	.1	1.8	6.5	1.3	4.3	14.0
HR trainee		Count	0	8	23	4	7	42
		Expected Count	.4	5.3	19.5	4.0	12.8	42.0
Others		Count	1	5	12	5	13	36
		Expected Count	.4	4.5	16.7	3.4	11.0	36.0
Total		Count	2	25	93	19	61	200
		Expected Count	2.0	25.0	93.0	19.0	61.0	200.0

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.999 ^a	16	.024
Likelihood Ratio	28.171	16	.030
N of Valid Cases	200		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .14.

Symmetric Measures

		Value	Approximate Significance
Nominal by Nominal	Phi	.381	.024
	Cramer's V	.190	.024
N of Valid Cases	200		

INTERPRETATION

Since the **P** (0.024) value is less than 0.05, we reject null hypothesis and accept alternate hypothesis. Hence there is significant difference between the employee's designation and their thoughts about retention techniques helps the development of organisation.

4.2.2. ONE-WAY ANOVA:

Null hypothesis H0: There is no significant association between retention techniques are well organized in a company has no relationship with those techniques affects the company's turnover.

Alternat hypothesis H1: There is a significant association between retention techniques are well organized in a company has no relationship with those techniques affect the company's turnover.

Descriptive

9. Does retention techniques are well organized in your company?

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	8	3.38	1.188	.420	2.38	4.37	2	5
2	27	3.00	.961	.185	2.62	3.38	1	5
3	65	3.43	.749	.093	3.25	3.62	2	5
4	79	3.86	.674	.076	3.71	4.01	1	5
5	21	4.19	.750	.164	3.85	4.53	3	5
Total	200	3.62	.842	.060	3.50	3.74	1	5

Test of Homogeneity of Variances

		Levane Statistic	df1	df2	Sig.
9. Does retention techniques are well organized in your company?	Based on Mean	4.919	4	195	.001
	Based on Median	4.700	4	195	.001
	Based on Median and with adjusted df	4.700	4	186.726	.001
	Based on trimmed mean	5.707	4	195	.000

ANOVA

9. Does retention techniques are well organized in your company?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	24.600	4	6.150	10.292	.000
Within Groups	116.520	195	.598		
Total	141.120	199			

Robust Tests of Equality of Means

9. Does retention techniques are well organized in your company?

	Statistic	df1	df2	Sig.
Welch	8.683	4	36.068	.000
Brown-Forsythe	7.433	4	36.227	.000

a. Asymptotically F distributed.

INTERPRETATION

Since the P (0.003) value is less than 0.05, reject the null hypothesis and accept alternate hypothesis. Hence there is a significant difference between retention techniques are well organized in your company and does the techniques affect your company's turnover.

4.2.3 PAIRED T TEST

Null hypothesis H0: Incentive policies may decrease losing the employees has no relationship with rating employee satisfaction on retention strategies.

Alternate hypothesis H1: Incentives policies may decrease losing the employees has relationship with rating employee satisfaction on retention strategies.

Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	20. Is good salary and incentives and proper increment policy may decrease losing the employee?	3.40	199	.995	.071
	21. How much do you rate your employee's satisfaction with the retention strategies?	2.93	199	1.146	.081

Paired Samples Correlations

		N	Correlation	Sig.
Pair 1	20. Is good salary and incentives and proper increment policy may decrease losing the employee? & 21. How much do you rate your employee's satisfaction with the retention strategies?	199	.138	.051

Paired Samples Test

				Paired Differences						Sig. (2-tailed)	
		Std. Deviation	Std. Error	95% Confidence Interval of the Difference				t	df		
Pair	Mean			Mean	Lower	Upper					
1	20. Is good salary and incentives and proper increment policy may decrease losing the employee? - 21. How much do you rate your employee's satisfaction with the retention strategies?	.467	1.410	.100	.270	.664	4.676	198	.000		

INTERPRETATION

Since the P (0.000) value is less than 0.05, it rejects the null hypothesis and accept alternate hypothesis. Hence there is a difference between the incentive policies may decrease losing the employees and rating the employee satisfaction on retention strategies.

CHAPTER -5

FINDINGS, SUGGESTIONS, AND CONCLUSION

5.1. FINDINGS

- Majority of 43.4% of my respondents are between the age group 26-35 years and least of 9% of the respondents are above 55 years and above.
- It is clear that 54% of the respondents are male and 46% of the respondents are female.
- Majority of 35.5% of the respondent's designation is HR analyst and least of only 7% are HR managers.
- In case of employee retention helps development of organization majority of 30.8% of the respondents said sometimes and least of only 9.6% of the respondents said never.
- Are employee comfortable working with their HR team majority of 29.5% of the respondents disagree to the statement and least of 8% of the respondents strongly agree.
- Based on experience in their work majority of 36.2% of the respondents have the work experience of 1-3 years and least of 15.1% of the respondents having the work experience of more than 5 years.
- In Likert scaling question for techniques well organized in their organization only 1% of the respondents scaled 1 and highest of 53% scaled 4.
- For key retention strategies majority of 34.5% of the respondents said environment is key retention strategies and least of 10.5% of the respondents said all the given options are key retention strategies.
- In Likert scaling least of 4% of the respondents scaled 1 and highest of 39.5% of the respondents scaled 4
- In case of implementation of 3Rs majority of 33.5% of the respondents said sometimes and least of 7% of the respondents said never.

- Majority of 29.5% of the respondents said neutral for getting support from their organization when facing critical situation and least of 9.5% of the respondents strongly agree
- Least of 9% of the respondents said their job is not at all challenging and highest of 28.6% of the respondents said very challenging
- Majority of 48.2% of the respondents disagree for does their organization really concentrating on top talent.
- Least of only 22% of the respondents agree for open communication with their employees.
- In case of bond process majority of 55.3% of the respondents agree
- Majority of 35.5% of the respondents said work life balance is the common reason for employee resignation
- In case of increment policies least of only 5% of the respondents scaled 1
- Least of only 11% of the respondents said feedback of employees are collected by pulse survey.
- In case of employee satisfaction least of only 8% of the respondents scaled 1 and majority of 33.2% of the respondents scaled 2 of employee satisfaction in their organization.
- In case of top talents are rewarded and recognized on regular basis more of the respondents are from less frequently and less respondents from occasionally.

5.2. SUGGESTIONS

PROVIDE MORE POSITIVE FEEDBACK:

We all know that employees need feedback to improve and to do their best work both positive, and constructive advice. A study on Harvard Business Review shows that the ideal ratio between positive and negative suggestions is 5.6 (positive) to 1 (corrective). Positive feedback should be given frequently to motivate employees and to give them the determination they need to do their best work. But constructive and corrective feedback is also important, particularly when there's an urgent issue that needs to be nipped in the bud. Moving forward, become more aware of how many negative comments you're saying to your employees in relation to positive comments. Move the ratio towards six positive comments for every negative comment.

Encourage Employee Creativity

Although many companies say they value creativity, they don't necessarily have any initiatives or policies in place to support it for example, has a 20% program in which their employees are given the opportunity to work on side projects that interest them.

Give Your Employees an Opportunity to Grow

Many companies promote people from outside of the organization, and don't offer ongoing training and education for their workers. Because there is no way to advance or improve, employees become disillusioned in their roles, and are less likely to stay. Per Sharon Florentine at CIO, ongoing education makes employees feel valued, and gives them something to look forward to. When there is a clearly laid-out path for advancement, your workforce will feel like they are a critical part of the company's success. By promoting from within and implementing a training program, or by leveraging outside resources and tools (such as workshops, books, online courses and videos, etc.), you can create a powerful incentive for your team members to stay over the long haul.

Earn The Trust of Your Employees

Employees perform better when they trust management and the people assigning them tasks. They are more likely to achieve the goals that are set for them when they

believe in the person that's getting them to do the work. 46% of employees stated that a lack of transparent leadership communication is driving them to seek new employment. Meanwhile, 79% of highly engaged employees have trust and confidence in their leaders. If you haven't implemented an employee engagement program, there's a good chance they don't trust you as much as you think they do. As you're looking to create more trust with your employees, it will be necessary to: build personal connections, emphasize honesty and transparency, motivate your team members, give credit and shoulder blame, avoid favouritism, and demonstrate competence in your work. Your action step: this week, make it your goal to get to know each of your employees a little better. Have open-ended conversations with them, and make them feel welcome and free to discuss what's on their mind.

Include Your Employees

No one wants to feel excluded in an organization they are a part of. A new hire wants to feel like they were hired for a reason, and that they are playing a key role in helping the business achieve its objectives. Josh Bersin, founder and principle at Bersin by Deloitte, found that companies who deliberately work to encourage inclusion, diversity, development planning, and leadership development in their culture were 3.8 times more likely to be able to coach people for improved performance, 3.6 times more able to deal with personnel performance problems, and 2.9 times more likely to identify and build leaders. This is just one of the stunning findings on companies that make diversity and inclusion a priority. From hiring and leadership assessment to professional development and performance management, you will need to take a top-down approach to a culture of inclusion, and there are no shortcuts to getting there. Your action step: this week, have a conversation with each of your employees individually. Or, have an open-ended strategic meeting, and ask each of your team members what their thoughts are on their role within the company. Listen, and take note of what they say.

5.3. CONCLUSION

Employee retention is a major concern for many employers; management teams of successful organization have to realize the importance of retention its most productive workforce. High turnover leads to loss of valuable workers whose replacement is costly. It is important to note that a high employee turnover is normally unhealthy to an organization's performance as well as the productivity of other presumably loyal employees. Moreover, turnover affects productivity of remaining employees since they may be compelled to perform duties of more than one person or allocated duties that do not match with their training.

Employee exit from an organization may be a subject of variant factors; however, although some are avoidable, other factors may be too strong for the employer to control. It is fundamental for employers to identify these factors and establish strategies of preventing their occurrence. Primarily, turnover is attributed to lack of job satisfaction or economic conditions. Lack of job satisfaction is mainly caused by unmet expectations, the nature of job, corporate culture in the organization and personal demographics. On the other hand, market conditions influence turnover through availability of better job opportunities with improved compensation.

In order to limit harm of high turnover, employers need to utilize some strategies so as to improve job satisfaction and hence retention. Primarily, an employer should review his compensation packages, the workplace relationships, career and development prospects, and support in the workplace to facilitate retention of high-performers. The employers should offer competitive compensation packages depending on skills and experience of their employees and duration worked. Moreover, the employers can allow high-performers to formulate their work schedule or flexible working hours. Besides, the employers should compensate the employees for any extra hours. Further, employees want more independence and autonomy whenever handling their duties. Moreover, employers can retain employees through providing career development opportunities and training.

The workplace culture influences the productivity of employees and also the rate of turnover. Management needs to instil a supportive culture in the workplace as it leads to higher job satisfaction, therefore lower turnover.

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STUDY ON EFFECTIVENESS OF EMPLOYEE RETENTION STRATEGIES

The below questions are framed to know about the Retention strategies in every organization.

***Required**

1. Email *

2. Name

3. Age

Mark only one oval.

- 18-25 years
- 26-35 years
- 36-45 years
- 55 years and above

4. Gender

Mark only one oval.

- Male
- Female

5. Designation

Mark only one oval.

- HR manager
- HR coordinator
- HR analyst
- HR trainee
- Others

6. Do you think the employee retention helps the development of organization?

Mark only one oval.

- All of the times
- Most of the time
- sometimes
- never

7. Do you comfortable working with your HR team?

Mark only one oval.

- strongly disagree
- disagree
- neutral
- agree
- strongly agree

8. For how many years have you been working in this organization?

Mark only one oval.

Less than a year

1-3 years

More than 3 years

9. Does retention techniques are well organized in your company?

Mark only one oval.

1 2 3 4 5

10. what are all the key retention strategies that your company follows?

Mark only one oval.

compensation

environment

growth

support

All of the above

11. Do you think this retention techniques affect company's turn over?

Mark only one oval.

1 2 3 4 5

12. Do you think the implementation of three R's(recognition, reward, respect)will increase employee retention?

Mark only one oval.

- all of the time
- most of the times
- sometimes
- never

13. Does your management come forward and support when you are facing with critical situation?

Mark only one oval.

- strongly disagree
- disagree
- neutral
- agree
- strongly agree

14. How challenging is your job?

Mark only one oval.

- extremely challenging
- very challenging
- moderately challenging
- slightly challenging
- not at all challenging

15. Are you really concentrating on giving flexibility to the top talent?

Mark only one oval.

Yes

No

Maybe

16. Does your retention techniques include honest and open communication with employees?

Mark only one oval.

Yes

No

Maybe

17. Does the Top talent are Rewarded and Recognized on regular basis?

Mark only one oval per row.

	more frequently	less frequently	neutral	occasionally
strongly agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
strongly disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Do you have any bond process in your organization?

Mark only one oval.

Yes

No

19. What will be the common reason for employee resignation?

Mark only one oval.

- work pressure
- Work life balance
- compensation
- organizational culture

20. Is good salary and incentives and proper increment policy may decrease losing the employee?

Mark only one oval.

1 2 3 4 5

-
-
-
-
-

21. Is your employees are satisfied with the retention strategies?

Mark only one oval.

- Highly satisfied
- satisfied
- neutral
- dissatisfied

22. How will you collect your employees feedback?

Mark only one oval.

- Meetings
- Questionnaire
- suggestion box
- pulse survey

23. Your opinion about this survey?

This content is neither created nor endorsed by Google.

Forms

ANNEXURE

A STUDY ON EFFECTIVENESS OF EMPLOYEE RETENTION STRATEGIES

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ABSTRACT:

Employee Retention is a challenging concern of the organization. This study stressed on Employee Retention strategies. Employees are the assets of the organization. To retain skilful and committed employees in the organization, management should take care of employee satisfaction. Find out the reasons of employee turnover and overcome this. The purpose of this study is to prove how employee retention is essential in this day and age, and if the organizations are not awake to the situation and immediate actions are not taken to that effect, what repercussions lay ahead and how they would affect the organization and the industry. Research says that most of the employees leave an organization out of frustration and constant friction with their superiors or other team members. In some cases, low salary, lack of growth prospects and motivation compel an employee to look for a change.

I. INTRODUCTION

One of the greatest challenges in today's business world is to stay up to speed in a time of technological growth. Fundamental changes are taking place in the work force and the work place that promise to radically alter the way companies relate to their

employees. As we hurtle ahead at an increasing pace every field, employee retention becomes a concern for all companies at the present strong job market. There are a great number of employment opportunities for talented professionals. It has been found out that, higher the skills of the employees, the greater the demand for their services. Hiring and retaining good employees have become the chief concerns of nearly every company in every industry. Companies that decisions to proactively fulfil those needs will become the dominant players in their respective markets. Hence employee retention is a very important issue that organization must tackle. Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention can also be considered as a business management term referring to efforts by employers to retain current employees in their workforce.

Retention begins long before an employee's first day on the job. In the twenty-first century employment world, organization must look at the foundations of retention through the eyes of potential employees. They are the customers for their jobs. Job

descriptions, recruitment, selection, and orientation are the foundations of retention. If a good foundation is not prepared for the employees, organization cannot expect them to stay. Employees will no longer endure what they do not like in their employment situation. They have the power in the knowledge of their abilities and confidence in their value in the marketplace. With greater loyalty to their career and their skills than to their employer, they move on. One crippling cost of high turnover is the loss of institutional knowledge, skills and relationships within the organization and with customers and partners that disappear when an employee exits. The organization also loses the potential value the employee could have delivered, also known as the opportunity cost. When senior employees depart, the loss can impact succession planning as well. These employees particularly top performers or those with in-demand skills are often at risk for turnover even in times of high unemployment. Organizations that focus on retaining more senior or experienced employees see significant returns as these professionals are apt to solve complex issues on their own, which benefits the organization.

II. STATEMENT OF THE PROBLEM

Retention becomes a problem when an employee quotes an exceptionally high figure beyond the budget of the organization and is just not willing to compromise. The organization needs to take care of the interest of other employees as well and can't afford to make them angry. Every organization has a salary budget for every employee which can be raised to some extent but not beyond a certain limit. Retention becomes a problem when an employee quotes an exceptionally high figure beyond the budget of the organization and is just not willing to compromise. The organization needs to take care of

the interests of the other employees as well and can't afford to make them angry. The salaries of the individuals working at the same level should be more or less similar to avoid major disputes amongst employees. A high potential employee is always the centre of attention at every workplace but one should not take any undue advantage. One should understand the limitation of the management and quote something which matches the budget of the organization. An individual should not be adamant on a particular figure, otherwise it becomes difficult for the organization to retain him. Remember there is a room for negotiation everywhere.

III. OBJECTIVES OF THE STUDY

1. To identify how retention strategy reduce turnover
2. To know how employees feel engaged in the organization
3. To know what are the managerial role in the retention techniques
4. To study the problems of the employees in the organization.

IV. REVIEW OF LITERATURE

Hom and Griffeth (1995) described in a study that the process of encouraging employees to stay for a long period or till the project completion is termed as retention. **Wysocki's (1997)** pointed out the view of "The society of Human resource Management" that retention of employee is the hottest topic in the current scenario. **Drucker (1999)** explained that employees voluntarily quit their job is a potential retention issue. Trip.R, while discussing turnover stated that for many organizations, Voluntary turnover is a big challenge. Turnover may be voluntary or involuntary and functional or dysfunctional. Voluntary turnovers refer to leaving of an employee in an organization voluntary i.e., the

employee himself decides to leave\resign from the organization. In involuntary turnover, the employer expels the employee i.e., the employee leaves the organization unwillingly. It could be due to low performance, conflict or due to employment-at-will. When a low performer leaves the organization, it is referred as functional turnover. When a high performer leaves, it is referred as dysfunctional turnover which incurs cost to an organization.

Terence et al., (2001) stated that there are so many reasons for an employee to leave voluntarily. Some may be personal and some may be influenced by organizational factors. Personal reasons such as family situation, career growth and attractive job offers etc. Organization factors includes lack of promotional opportunities, unfair treatment among employees and mismatch between personal values and organizational values, etc., Overall turnover is a great problem for both organization and individual. Further it is clearly discussed that occurrence of shock which is expected or unexpected leads to serious thoughts (i.e., intention) to leave. Shocks may be positive, negative or neutral. Positive such as alternative job offers, pregnancy etc., Negative such as leaving of friends, poor performance appraisal etc, and neutral such as relocation of spouse, changes in administration etc.

Maqsood Haider et al. (2005) undergone research in Telecom sector and conversed that the competition to hunt and retain talents is tougher all the time and discussed that employees effective human resource practices show a positive and direct relationship in retaining employees. Further, it is analysed that culture and compensation have a positive impact; training and development has a negative impact over employee retention.

Abeysekera (2007) in a study evaluated the HR practices like realistic information about job, job analysis, work life balance and career opportunities,

supervisor support and compensation and their impact on employees' intentions to leave which resulted that compensation and job analysis have positive impact on employee turnover. **Holtom et al. (2008)** discussed in this study that the factors that the factors that makes the employee for staying and leaving were different.

Hay group (2009) stated that employee engagement includes components such as commitment and discretionary effort. Commitment refers to employees' attachment with an organization and the intent to continue with Discretionary effort refers to the employees' readiness to leave. It is discussed that these two components must be considered seriously.

V. RESEARCH METHODOLOGY

Research is the process of systematic and in the depth study of any particular topic, subject or area of investigation, backed by collection, compilation, presentation and interpretation of relevant details of data.

Research is an art of scientific investigation. The advanced learner's dictionary of current English lays down the meaning of research as, "A careful investigation or inequity especially through the research for the new facts in any branch of knowledge.

SAMPLING TECHNIQUE:

Convenience sample is used in this study. Convenience sampling is defined as a method adopted by researchers where they collect market research data from a conveniently available pool of respondents. It is the market research data from a technique as it's incredibly prompt, and uncomplicated, economical.

STATISTICAL TOOLS

The statistical tools (SPSS) used to find hypothesis testing through

1. Chi-square
2. ANOVA
3. Paired t-test

SOURCE OF DATA:

Primary data: The primary data was collected by means of survey. Questionaries were prepared and the responses were collected from HRs of the organizations. The questionnaire contains 23 questions with demographic and important five variables.

Secondary data: The secondary data was collected by referring articles, journals, and keen study on research papers etc.

SAMPLE SIZE:

The research was conducted on the basis of retention strategies of an organization is 200.

AREA OF STUDY:

This is study covers the organizations around Chennai

PERIOD OF STUDY

The period of study is around 3 months

STRUCTURE OF QUESTIONNAIRE:

The questionnaire consists totally of 23 questions. The questionnaire is formed using five important variables. It includes five demographic questions. It includes multiple choice questions, Likert scaling questions.

Age	No. of respondents	percentage
18-25 years	69	34.3%
28-35 years	87	43.4%
36-45 years	38	19.2%
55 years	6	3.1
total	200	100%

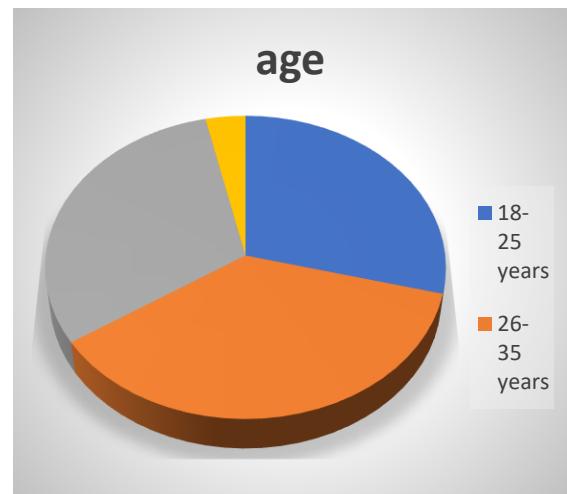


TABLE 2:

Gender	No. of respondents	Percentage
Male	108	54%
Female	92	46%
total	200	100%

VI. DATA ANALYSIS

TABLE 1:

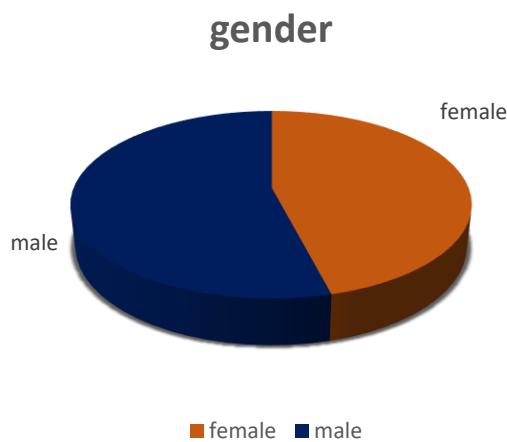


TABLE 3:

designation	No. of respondents	Percentage
Hr manager	14	7%
Hr coordinator	37	18.5%
Hr analyst	71	35.5%
Hr trainee	42	21%
others	36	18%
total	200	100%

TABLE 4:

Perception	No. of respondents	Percentage
All of the times	25	12.6%
Most of the time	94	47%
Sometimes	62	30.8%
Never	19	9.6%
Total	200	100%

PERCEPTION

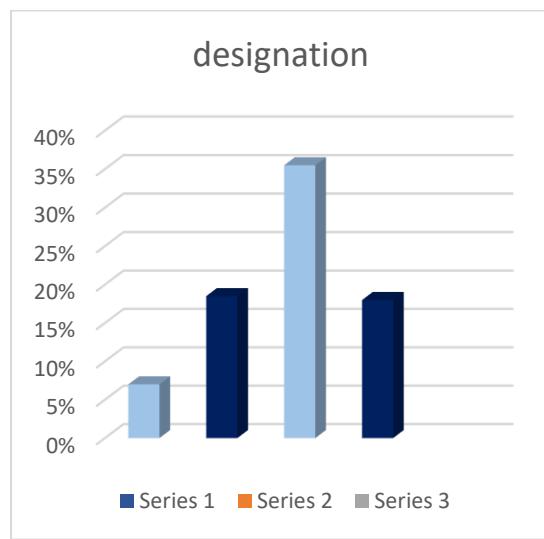
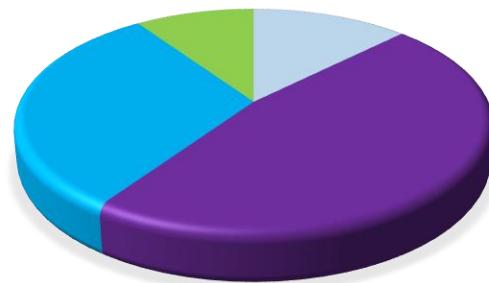
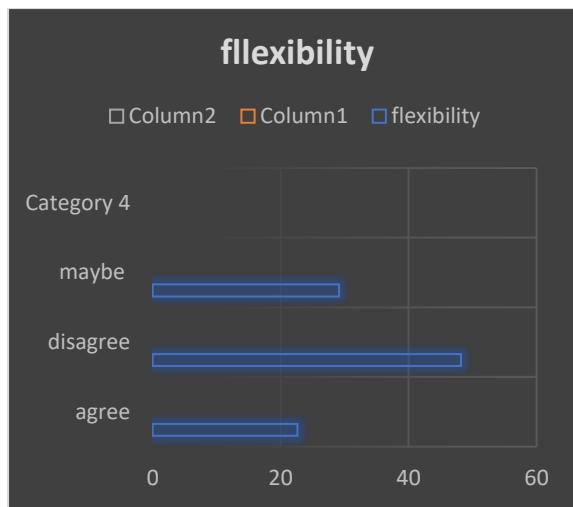


TABLE 5:

flexibility	No. of respondents	Percentage
Agree	45	22.6%
Disagree	96	48.2%
Maybe	58	29.1%
Total	200	100%



ONE-WAY ANOVA:

Null hypothesis H0: There is no significant association between retention techniques are well organized in a company has no relationship with those techniques affects the company's turnover.

Alternate hypothesis H1: There is a significant association between retention techniques are well organized in a company has no relationship with those techniques affect the company's turnover.

ANALYTICAL TOOLS

CHISQUARE:

Null hypothesis H0: There is no significant difference between employee designations and retention techniques helps the development of organization.

Alternate hypothesis H1: There is a significant difference between employee designation and retention techniques helps the development of organization.

ANOVA

Does retention techniques are well organized in your company?

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	24.600	4	6.150	10.2	.000
Within Groups	116.520	195	.598		.92
Total	141.120	199			

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	28.999 ^a	16	.024
Likelihood Ratio	28.171	16	.030
N of Valid Cases	200		

a. 13 cells (52.0%) have expected count less than

5. The minimum expected count is .14.

PAIRED T TEST

Null hypothesis H0: Incentive policies may decrease losing the employees has no relationship with rating employee satisfaction on retention strategies.

Alternate hypothesis H1: Incentives policies may decrease losing the employees has relationship with rating employee satisfaction on retention strategies.

Paired Samples Test								
	Paired Differences					Sig. (2-tailed)		
				95% Confidence Interval of the Difference				
	Mean	Std. Deviation	Std. Error	Lower	Upper	t	df	
P 1 and 2 ai r	.46	1.410	.100	.270	.664	4.6	19	.000 7

VII. SUGGESTIONS

We all know that employees need feedback to improve and to do their best work both positive, and constructive advice. A study on Harvard Business Review shows that the ideal ratio between positive and negative suggestions is **5.6 (positive) to 1 (corrective)**. Positive feedback should be given frequently to **motivate employees** and to give them the determination they need to do their best work. But constructive and corrective feedback is also important, particularly when there's an urgent issue that needs to be nipped in the bud.

VIII. CONCLUSION

Employee retention is a major concern for many employers; management teams of successful organization have to realize the importance of retention its most productive workforce. High turnover leads to loss of valuable workers whose replacement is costly. It is important to note that a high employee turnover is normally unhealthy to an organization's performance as well as the

productivity of other presumably loyal employees. Moreover, turnover affects productivity of remaining employees since they may be compelled to perform duties of more than one person or allocated duties that do not match with their training.

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