



11. An Expedition into Employee Job Retention Strategies

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ABSTRACT:

Establishment of employee retention strategies is crucial for organizations looking to reduce costs, improve productivity, foster a positive work environment, retain valuable knowledge, gain a competitive edge, and enhance customer satisfaction. The study would examine various aspects of employee job retention, including training, career growth, effective communication, team building, performance appraisal, superior support, salary and other benefits, congenial work environment and job security. Effective retention strategies can contribute to competitive advantage by reducing turnover costs, foster a skilled and motivated workforce. Employing a survey method, the research sought to identify employee job retention strategies within the company. The study's sample size comprised 101 respondents. The statistical tools facilitated meaningful interpretation and reporting of the research results. The findings were that there is no significant association between the gender and job training given to them and there exists a significant relationship between the different age groups in the company with regards to overall satisfaction. The factors of employee retention strategies are exhibiting a significant correlation among themselves with a strong positive correlation between training and career growth; training and performance appraisal.

KEYWORDS:

Factors influencing employee retention- on the job training, job satisfaction, work environment, performance appraisal, gender, age etc.

Introduction:

Employees are the backbone of any organization, embodying its values and driving its success. Identifying and securing the right talent, equipped with the requisite education, skills, and interpersonal qualities, is paramount. Equally crucial is retaining them. Achieving this demands a strategic approach, one that prioritizes meeting employees' fundamental needs and desires, including competitive compensation, conducive work environments, and nurturing company culture.

Implementing a robust retention strategy is imperative, ensuring that valuable employees remain engaged and committed. Training and development programs further enhance employee satisfaction and productivity. Monitoring retention rates provides valuable insights into organizational health, reflecting the proportion of staff who choose to stay with the company over a given period.

Identifying talent with the appropriate education, skills, and interpersonal qualities is paramount for any organization. Equally important is retaining these individuals, which requires a strategic approach. Organizations must address their employees' fundamental needs and desires, including monetary compensation, favorable work environments, and a positive organizational culture. Implementing a comprehensive retention strategy is crucial, alongside effective training programs for retained employees. It's imperative for companies to prevent employee turnover. Retention rates vary across industries and companies, reflecting the percentage of employees who remain with the organization over a specified period.

Definition of Employee Retention:

Employee retention is defined as “an organization’s ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily”. Increasing the retention and reducing the attrition will reflect directly in the business.

Need of the Study:

Hiring new employees is expensive, involving recruitment, onboarding, and training expenses. Understanding of effective retention strategies enable the organizations to reduce turnover rates and minimize the need for frequent recruitment, thus saving costs. Retention strategies help to maintain a stable workforce, promoting continuity and efficiency in operations thereby avoiding disrupted workflow and decreased productivity as new hires take time to acclimate to their roles.

Implementing retention strategies fosters a positive work environment, boosting morale and fostering a sense of belonging. They positively impact organizational culture and employee morale. A strong reputation for employee retention can give companies a competitive edge in the market, attracting top talent, enhancing brand perception leading to higher customer satisfaction levels, more attractive to potential employees and investors. Hence studying employee retention strategies is crucial for organizations looking to reduce costs, improve productivity, foster a positive work environment, retain valuable knowledge, gain a competitive edge, and enhance customer satisfaction.

Scope of the study: The study focused specifically on organizational structure, workforce, and employee retention practices in the company. The study would examine various aspects of employee job retention, including training, career growth, effective communication, team building, performance appraisal, superior support, salary and other benefits, congenial work environment and job security. Effective retention strategies can contribute to competitive advantage by reducing turnover costs, foster a skilled and motivated workforce.

Objectives of the Study:

- To understand the HR Policies and employee retention strategies of or organisation URBASER SUMEET, Chennai.
- To examine the factors influencing the employee retention in an organization.

Limitations of the Study:

- The study's findings and recommendations will be based on data collected from a specific location and may not be directly applicable to other contexts.
- The scope of the study may be limited by access to internal data and resources, as well as the cooperation and participation of employees within the organization.
- External factors beyond the organization's control may influence the effectiveness of retention strategies and should be considered.

Review of Literature:

Hima Bindu (2024) highlighted the crucial role of career growth opportunities, benefits, and a positive work culture in bolstering employee retention within organizations. Vartika H. Duggal's (2023) research shed light on the psychological aspects of employee tenure, indicating that when employees feel respected, valued, and motivated over time, they're more likely to remain loyal to their employers.

Priya Malhotra (2023) expanded on this by suggesting that the strategies organizations employ to retain their employees significantly impact their tenure within the company. Swati Yadav's (2023) insights emphasized the importance of recognizing and rewarding employees as a core retention strategy. Bindusha (2022) contributed by underlining the significance of maintaining a healthy work-life balance and investing in employee training programs, which not only benefit professional growth but also contribute to personal well-being.

Rathika Kar's (2022) findings emphasized the motivational impact of bonuses on employee performance and retention. Nishad Gondane (2022) recommended fostering strong team bonds to create a supportive work environment that encourages retention. Wei Xuecheng (2022) stressed the pivotal role of training and development initiatives in retaining talent within organizations. Girish Mangleek's (2022) research identified a variety of factors that influence employees' decisions to stay or leave a company, highlighting the complexity of retention strategies. Kumar. R (2021) emphasized the importance of leveraging technology and maintaining transparent communication channels in facilitating performance reviews and fostering a supportive work environment, ultimately contributing to retention efforts.

Nethravathi P (2021) underscored the organizational benefits of effective employee retention strategies, such as increased productivity and efficiency. Felicia Tete Washington (2020) urged organizational leaders to prioritize reducing turnover rates, as high turnover negatively impacts overall productivity and morale. Dr. Sangita Gorde's (2019) research emphasized the tangible impact of work environment factors, such as facilities, salary, and benefits, on employee retention.

Dr. Saravanan (2017) stressed the importance of satisfying dynamic employee needs, including job security and supportive management, to retain talented individuals within organizations for extended periods. Renu Bala (2017) identified key motivators that positively influence retention strategies, including training opportunities and fostering a positive work culture. Andrew V Lewis (2016) emphasized the proactive role of management and HR in implementing effective retention strategies. Finally, N. Hemalatha (2013) highlighted the importance of appreciation and recognition from superiors in fostering employee loyalty and retention.

Research Methodology:

- **Research Instrument:** A structured questionnaire was prepared, comprising both open-ended and close-ended questions. Respondents were required to use a rating scale for certain questions.
- **Research Method:** The study utilized a descriptive research method, aimed at elucidating the characteristics of the population or phenomenon under investigation, such as gender, age, designation, education, and experience. Employing a survey method, the research sought to identify employee job retention strategies within the company. The study's sample size comprised 101 respondents.
- **Data Collection:** Primary data was collected through the structured questionnaire distributed among employees. Secondary data essential for the research was sourced from previously published records, research reports, and relevant websites.
- **Sampling Technique:** Convenience sampling technique was employed to gather the necessary data for the research study. Graphical representations such as charts and graphs were utilized to visually present, analyze, clarify, and interpret numerical data and qualitative structures.
- **Statistical Tools:** The research findings were analyzed using statistical tools including percentage analysis, chi-square test, ANOVA, and Pearson correlation analysis. These tools facilitated meaningful interpretation and reporting of the research results.

Analysis and interpretation of the data.

Table 11.1: Demographic Characteristics of Employees Working In URBASER SUMEET, Chennai.

Demographics	Category	Frequency	Percentage (%)
Age	18-24	31	31
	25-34	54	53
	35-44	15	15
	Above 45	1	1
Total		101	100
Gender	Male	73	72
	Female	28	28
Total		101	100
Marital status	Married	42	42
	Unmarried	59	58
Total		101	100

Demographics	Category	Frequency	Percentage (%)
Role	Executive	60	59
	Senior executive	20	20
	Assistant manager	8	8
	Manager	4	4
	Department head	0	0
	Others	9	9
Total		101	100
Experience	Less than 1 year	16	16
	1 - 3 years	56	55
	3 - 5 years	16	16
	More than 5 years	13	13
Total		101	100

Interpretation:

Majority of the respondents are between the age group of 25-34. 72% of the respondents are male and the rest are female. In the data analysis of marital status of the respondents 58% of them were unmarried. And remaining 42% were married. Most of the respondents are in the role of executive, and senior executive. More than half of the sample group have 1-3 years of experience in the organisation they work.

Table 11.2: Employees' Perception on-the-Job Training:

On-The-Job Training	No. of Respondents	Percentage (%)
Yes	85	84
No	16	16
Total	101	100

Table 11.3: Employees opinion on importance of the training:

Importance Level	No. of Respondents	Percentage (%)
Extremely Important	28	28
Important	56	55
Neutral	16	16
Not Very Important	0	0
Not Important At All	1	1
Total	101	100

Chi Square Test:

Null Hypothesis (H0): There is no association between gender and job training.

Alternative Hypothesis (H1): There is an association between gender and job training.

Table 11.4: Association Between Gender and Job Training

Particulars	Male	Female	Total
Yes	61	24	85
No	12	4	16
Total	73	28	101

The chi- square test statistic is approximately is 0.1749.

The critical chi-square value for the desired confidence level and degrees of freedom. Let's assume a 95% confidence level, so $\alpha = 0.05$. From the chi-square distribution table, the critical value for DF

= 1 and $\alpha = 0.05$ is approximately 3.84.

Interpretation:

In this case, $\chi^2 = 0.274$ which is less than 3.84, so we fail to reject the null hypothesis.

Therefore, we conclude that there is no significant association between gender and job training at the 5% level of significance.

Table 11.5: Showing Importance of Overall Job Satisfaction Of Respondents

Importance Level	No. of Respondents	Percentage (%)
Extremely important	36	35
Important	45	45
Neutral	20	20
Not very important	0	0
Not important at all	0	0
Total	101	100

Source: primary data

Table 11.6: Showing over all job satisfaction of respondents

Overall, Job Satisfaction	No of Respondents	Percentage (%)
Very satisfied	22	22
Satisfied	57	56
Neutral	22	22
Dissatisfied	0	0
Very dissatisfied	0	0
Total	101	100

Source: primary data

Anova test:

Table 11.7: Showing significant difference in overall satisfaction levels among different age groups in the company

Source of variation	Sum of squares (SS)	Degree of freedom (df)	an square (MS)	F – value
Between groups	1229.32	4	307.33	54.82
Within groups	533.36	95	5.61	
Total	1236.32	99		

Findings:

- Between Groups: SS = 1229.32, DF = 4, MS = 307.33, F = 54.82.
- Within Groups: SS = 533.36, DF = 95, MS = 5.61.

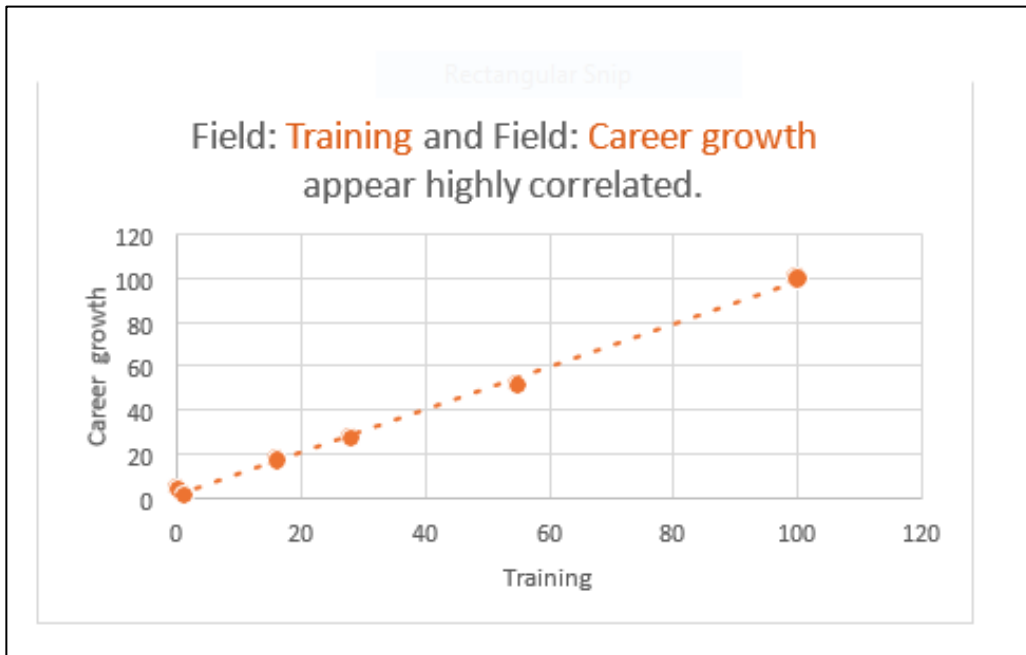
Interpretation: This ANOVA table suggests that there is significant difference between the group means because the F – value (54.82) is large compared to the critical value for the chosen significance level. The p – value associated with F – value would be compared to chosen significance level to determine if the difference is statistically significant.

Pearson correlation analysis:

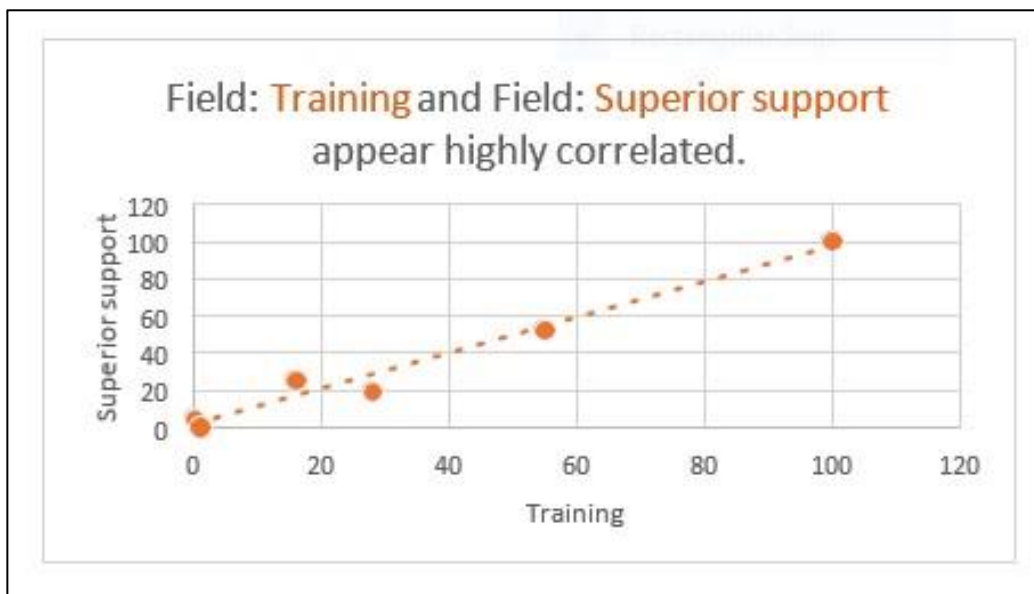
Table 11.8: Showing pearson correlation between the factors influencing employee retention

Factors	Training	Career growth	Performance appraisal	Superior support	Salary and other benefits	Work Env.n.	Job security
Training	1.0000	0.9994	0.9975	0.7004	0.9870	0.9464	0.7655
Career growth	0.9994	1.0000	0.9986	0.7179	0.9878	0.9488	0.7735
Performance appraisal	0.9975	0.9986	1.0000	0.7619	0.9900	0.9491	0.7871
Superior support	0.7004	0.7179	0.7619	1.0000	0.9129	0.8320	0.8237
Salary and other benefits	0.9870	0.9878	0.9900	0.9129	1.0000	0.9979	0.9623
Work environment	0.9464	0.9488	0.9491	0.8320	0.9979	1.0000	0.9629
Job security	0.7655	0.7735	0.7871	0.8237	0.9623	0.9629	1.0000

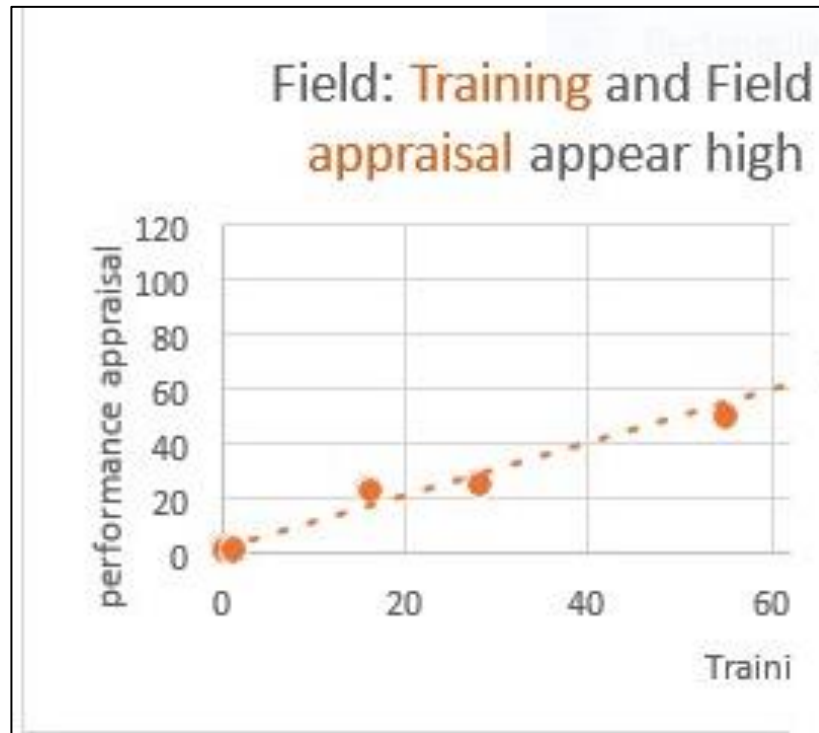
Graph 11.1: Correlation analysis between Training and Career growth



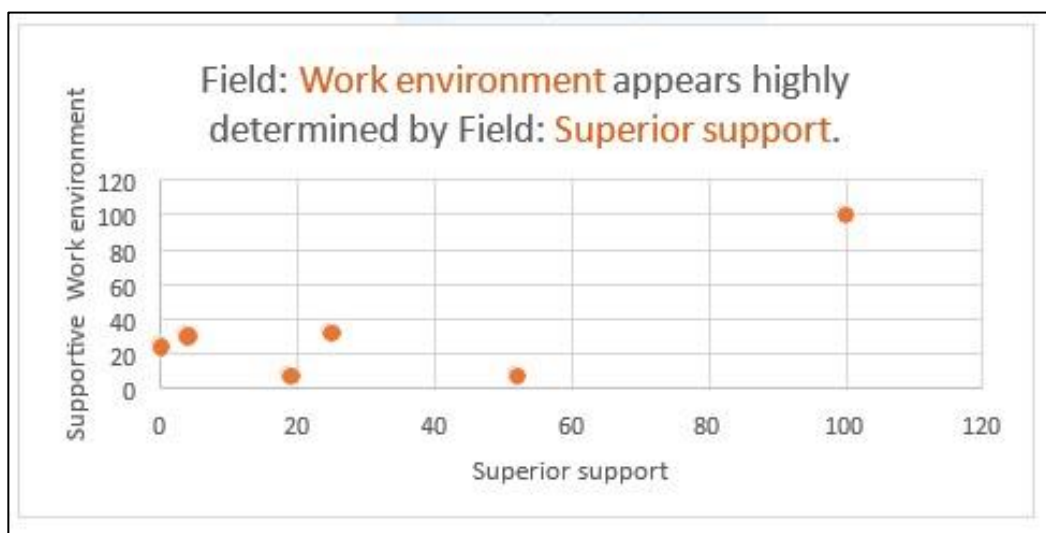
Graph 11.2: Correlation analysis between Training and Superior support



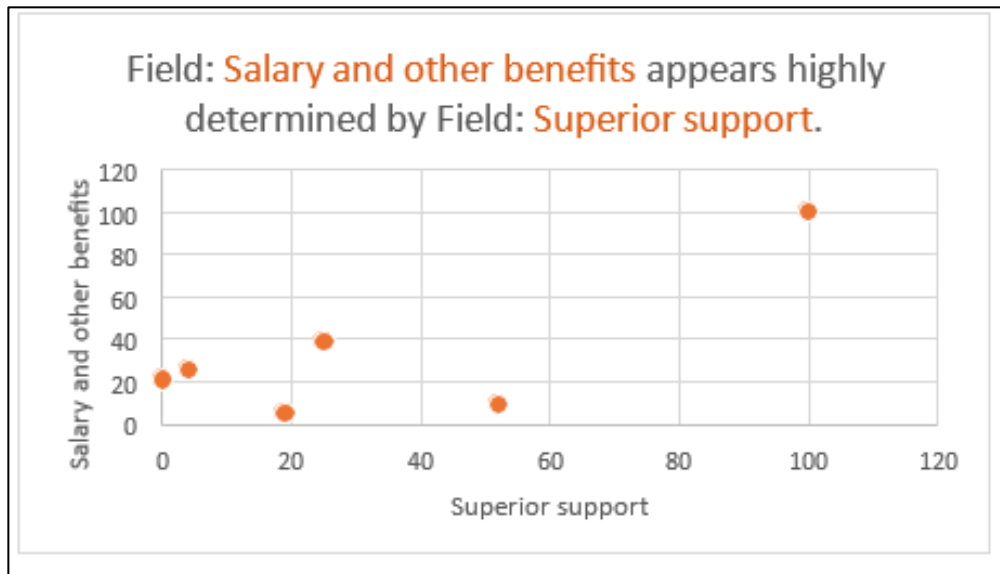
Graph 11.3: Correlation analysis between Training and Performance Appraisal



Graph 11.4: Correlation analysis between Work environment and superior support



Graph 11.5: Correlation analysis between Salary and other benefits and Superior support



Interpretation:

High Positive Correlation: Values close to 1 indicate a strong positive linear relationship between the variables. The correlation coefficient between "Training" and "Career growth" is approximately 0.9994, indicating a very strong positive correlation. This suggests that as training increases, career growth tends to increase proportionally.

High Negative: Correlation: Values close to -1 indicate a strong negative linear relationship between the variables. However, in the above table, there are no values close to -1.

Weak Correlation: Values close to 0 indicate a weak linear relationship between the variables. The correlation coefficient between "Training" and "Superior support" is approximately 0.7004 indicating a relatively weaker positive correlation compared to the correlation between Training" and "Career growth.

Similarly, the correlation coefficient between "Superior support" and "Work environment" is approximately 0.8320, indicating a relatively weaker positive correlation compared to the correlation between "Salary" and "Work environment"

Perfect Correlation: A correlation coefficient of 1 indicates a perfect positive linear relationship between the variables. The above table indicates that there are very high correlation coefficients, such as between Training" and "Career growth", "Training" and "Performance appraisal", and so on

No Correlation: A correlation coefficient of 0 indicates no linear relationship between the variables. There are no correlation coefficients close to 0.

Findings, Suggestions and Conclusion:

The majority of respondents emphasized the significance of overall job satisfaction for job retention, rating it as important or extremely important. Additionally, more than half of the respondents expressed satisfaction with their overall experience within the organization. Notably, over eighty four percent of respondents reported receiving training relevant to their roles, with the majority considering training to be important or extremely important.

It is interpreted from the chi – square test that there is no significant relationship between the gender and job training given to them. There exists a significant relationship between the different age groups in the company with regards to overall satisfaction. The factors of employee retention strategies are exhibiting a significant correlation among themselves. There exists a strong positive correlation between training and career growth; training and performance appraisal. The correlation coefficient between "Superior support" and "Work environment" indicates a relatively weaker positive correlation compared to the correlation between "Salary" and "Work environment"

Suggestions:

Based on the study's findings, it's evident that employee retention strategies play a crucial role in ensuring the smooth operation of businesses. HR departments must pay close attention to factors such as training, overall job satisfaction, work culture, employee engagement, support from superiors, motivation, and team building. These elements are instrumental in keeping employees motivated and influencing their decision to continue working with the organization. Maintaining a high level of job satisfaction among employees not only reduces attrition but also enhances productivity, which is vital for long-term sustainability in the market.

The study underscores the positive relationship between training initiatives and employee retention, highlighting it as a key strategy for preserving valuable talent within the organization. Therefore, investing in training programs emerges as a crucial approach for fostering employee loyalty and organizational success.

Conclusion:

Employee retention poses a significant challenge, and successful organizations recognize the importance of retaining their most productive employees to mitigate the costly turnover of valuable talent. Motivated employees are more likely to perform at their best and innovate in their roles, contributing to organizational success. It's essential for organizations to employ techniques that encourage positive behaviour change among employees by means of training, superior support, job satisfaction, good work environment and rewards being effective methods.

The study indicates that employees feel valued and motivated when they receive recognition for their contributions throughout their tenure with the organization. This acknowledgment fosters a positive work environment and enhances employee satisfaction, ultimately aiding in retention efforts.

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