

# EMPLOYEE RETENTION STRATEGIES IN ITES SECTOR, TIRUCHIRAPPALLI

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## Abstract:

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome. Human resources are the livelihood of all types of an organization. Even though all types of the organizations are now a days, found to be technology driven, hence human resources are required to run the technology. The biggest challenge that organizations are facing today is not only managing these resources but also retaining them and securing and retaining skilled employees also. The skilled employees play an important role in any organization, because employees' knowledge and skills are central to companies' ability to be economically competitive. Besides, continuously satisfying the employees is another challenge that the employers are facing today. Both primary and secondary data were collected. Structured Questionnaires were used to collect primary data from the employees through Questionnaires. The secondary data was collected from company website, reports and books. A sample of 120 employees were selected at random and interviewed. The technique of data collection is through questionnaire as it is less complex and easy. Statistical tools like percentage analysis, Chi – Square, ANOVA and 't' test will be applied. Finally, the findings based on the Research Hypothesis, Socio-demographic characteristics, Dimensions of Retention strategies and suggestions will be given. The conclusion will be based on these results.

**Keywords:** Retention effort, Retention problem, Expectation satisfactorily fulfilled, Career goals, sufficient recognition, Training and career development.

## Introduction

Human resource management (HRM, or simply HR) is a function in organizations designed to maximize employee performance of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and systems.

Behind the production of every product or service there are human mind, effort and man hours (working hours). No product or service can be produced without help of human being. Human being is the fundamental resource for making or constructing anything. Today many experts claim that machines and technology are replacing human resource and minimising their role or effort. But even machines and technology have been built by the human aid and besides companies have been continuously in search for

talented, skilled and qualified professionals to further develop latest machines and technology, which again have to be controlled or used by humans to bring out products.

Employee retention refers to the ability of an organization to retain its employees. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period). However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

A distinction should be drawn between low-performing employees and top performers, and efforts to retain employees should be targeted at valuable, contributing employees. Employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues. A lack of satisfaction and commitment to the organization can also cause an employee to withdraw and begin looking for other opportunities. Pay does not always play as large a role in inducing turnover as is typically believed.

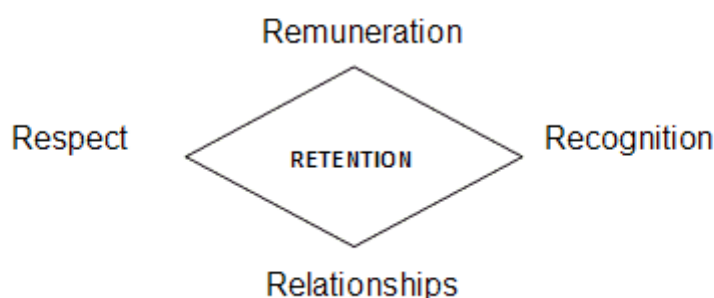
In an Organization setting, the goal of employers is usually to decrease employee turnover, thereby decreasing training costs, recruitment costs and loss of talent and organisational knowledge. By implementing lessons learned from key Organizational behaviour concepts, employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees whom they consider to be high performers.

Organizations in minimising the attrition rate by developing effective retention strategies specific to their Organization.

The industry is one which is seeing an increase in attrition rates over the past few years. There are a number of people quitting jobs seeking better prospects because of various discouraging experiences in the industry. This sector now focuses more on employee retention strategies to reduce attrition rates.

#### 4 - R's Retention Formula

Retention = Remuneration + Respect + Recognition + Relationships



## Remuneration

While most companies HR departments focus a great deal of attention on this metric, studies have consistently shown that it is not the strongest correlation with employee satisfaction and therefore retention.

## Respect

This is a “soft” metric and one often misunderstood by companies and H.R. departments. The core of “respect” is communication, consistency and fairness; studies have shown that there is a higher correlation between employee retention and this metric than with remuneration.

## Recognition

Recognition is usually associated with tangible items such as bonuses and awards. The most effective form of recognition is the ongoing process of communication between a superior and/ or sub-ordinate.

## Relationships

This represents another “soft” metric but it is a critical one, as many companies fail to recognize that an organization also acts as a social catalyst for its employees. The ability of a manager or supervisor to connect with all his/her subordinates is a key requirement and should be an integral part of management's function and responsibilities.

Currently Tamil Nadu lags in the development and application of retention programs with only 6% of companies having formalized the process. This should be seen as an opportunity to enhance a spirited advantage.

The ability of a company and its management to understand and effectively integrate these four metrics through the development and implementation of formal processes guarantees a competitive advantage in the area of employee recruitment and retention.

## Review of literature

Makawatsakul Nantaporn and Kleiner H. Brian (2015) conducted a research on 'The Effect of Downsizing on Morale and Attrition'. They discussed the factors of downsizing, morale and downsizing how is morale measured, role of management, and the characteristics of effective downsizing. They found that a downsizing process requires planning that begins long before the formal announcements, which can be divided into four steps: (i) making the decision to downsize (ii) planning the downsizing (iii) making the announcements and implementing the downsizing. They suggested that management should help departing employees find other jobs, be fair in implementing separations and generous to laid-off workers. A company should also provide generous benefits so that workers feel treated. Cordray Kevin (2014) conducted a research on 'High Retention Rates bring Customer Benefits at S/TEL Direct — Why Call-Center Company bucks the Trend'. The researcher found that the company consistently maintains monthly retention rates that are not only well above industry benchmarks but also compare well

with other sectors in the customer-service industry. The researcher further found that the company's overall offering of comprehensive training, career-development opportunities, working-hour flexibility, sense of community and convenient location not only contribute its strong position in the marketplace, but also to the experience of every customer interaction.

Trubik E.' and Malcolm S. (2013) examined 'Developing a Model of Customer Defection in the Australian Banking /industry'. They conducted the study on the activities of a regional bank in Australia. They examine customer profitability, customer channel preferences, customer database to identify risk of leaving. Basically, this study looks at the retention of customers with savings accounts and strategies that might be adopted to secure their retention. /n Australian banking, the funding pool is insufficient to support current lending activities. This has generated intense competition within the banking industry for customers purchasing savings products, making the retention of existing customers imperative. He identifies two strategies for increasing an organisation's market penetration: the offensive strategy, which focuses on generating new customers, and the defensive strategy which focuses on preserving the current customers. At the end, four attributes were suggested to help identify leaving customers: the customers had one product; their major channel was a branch; they had no fee exemption; and they were on their third month with the bank.

Kwenin D. O.' Muathe S.' and Nzulwa R. (2013) worked on 'The /influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana Limited.' The purpose of this study is to investigate the influence of employee rewards, job satisfaction and human resource policies on employee retention in Vodafone Ghana Limited. The study surveyed 142 employees from Vodafone Ghana Limited. Data collection was done by means of a semi-structured questionnaire through personal contacts. Data was analyzed with descriptive statistics and Pearson Chi-square. The results showed that when organisations' reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favourable human resource policies have positive link with retention. A limitation of the study was that the questionnaire was voluntarily completed by respondents, the researcher therefore had no information about the non- respondents.

Gupta V. and Kumar S. (2013) studied impact of performance appraisal justice on employee engagement: a study of Indian professionals, Employee Relations.' Performance appraisal is one of the most important human resource management practices as it yields critical decisions integral to various human resource actions and outcomes. The purpose of this paper is to explore the relationship between perceptions of performance appraisal fairness and employee engagement in the /ndian business context. The study was conducted in two parts. The first part explored the relationship between justice perceptions and a one-dimensional conceptualization of engagement. The second part explored the relationship between justice perceptions and a three-dimensional conceptualization of engagement. The relationships between justice

perceptions and engagement were analyzed using zero-order correlations and hierarchical regression analysis. The study findings suggest a significant positive association between distributive and informational justice dimensions and employee engagement. Distributive justice and informational justice dimensions were found to have a stronger impact on employee engagement conceptualized as antipode of burnout. The research was cross-sectional and so any inferences regarding causality are limited. All responses on engagement and justice scales are from self-report measures and it is likely that method variance inflated the relationships among these variables. Psychometrically valid scales for performance appraisal justice and engagement were developed and tests of relationships between them have been established. The study suggests that distributive and informational justice perceptions during a performance appraisal session lead to enhanced engagement among employees. The study tests the relationship between performance appraisal justice and employee engagement in the Indian context. A significant positive relationship between some performance appraisal justice dimensions and engagement has been established. To the best of the authors' knowledge, such a study is the first of its kind undertaken in the Indian context.

Akila R. (2012) carried out 'A Study on Employee Retention among Executives at BGR Energy Systems Ltd, Chennai.' The employee retention program at BGR Energy consists of only basic daily needs of the employee. Employees are found to be dissatisfied with it. This is found to be the threatening factor for higher employee turnover rate. To study the opinion of executives on employee retention attributes at BGR Energy a sample of 109 respondents from executives' cadre using descriptive research design under convenience study. The questionnaire forms the basic source of primary data, while secondary data was collected through books and through online journals, magazines, project report. The data collected was analyzed using ANOVA, Rank correlation, Weighted Average Method, Regression, Chi square and Percentage Analysis. The analysis on the collected data revealed that the Employees have given highest weighting to comfortableness in working hours and are not satisfied with annual increments provided. Gender has significant relationship with work life balance. Correlation between job satisfaction and working condition leads to employee retention. The departments also have influence on it. The factors that had a greater influence on employee retention were career opportunities, work life balance and recognition at BGR Energy.

Wells & Thelen (2011) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term.

Ramlall (2010) stressed the need for recognizing the individual needs of an employee in an organization as it will encourage commitment and provide a suitable work opportunity available for the skilled as well as talented human resources that it is becoming very tough as well as difficult for the employers to satisfy and

retain them. There is no single strategy or retention plan which may satisfy each and every employee in an organization.

Hyman et al., (2009) in their empirical research in the UK found that interventions of work demands into the personal life (e.g. working during the weekend) resulted into heightened stress and emotional exhaustion among the employees.

Beulen Erik (2009) conducted study on 'The contribution of a global service provider's Human Resources information System (HR/S) to staff retention in emerging markets - Comparing issues and implications in six developing countries.' The purpose of this paper is to discuss the contribution of a global IT service provider's Human Resources information System (HR/S) to staff retention in emerging markets. This includes a comparison of the relevant issues and implications derived from a study investigating six developing countries. The author of this paper concludes that the functionality of global HR systems should be supplemented with local adoptions in order to achieve the best support for staff retention management. The theoretical framework for this paper is based on HR literature concerning staff retention and, on the framework, proposed by Martinsons for human resources management applications of knowledge-based systems.

## **Research methodology**

### **Statement of the problem**

Employee retention has become a burning problem in all over India. Most of the employees are leaving the organizations as they like on account of taking up employments elsewhere. Even in some of the cases, the employees are not even informing the organizations about their intention to leave. Some of them are giving prior notices to leave the organizations as per the norms of the organization and taking better prospects. This will create a great disturbance to the organizations for want of suitable substitutes immediately due to sudden relief of its employees.

Individuals and organizations both aim at satisfying their needs. However there exists a gap between the organizational and individual goals, this creates a major problem between employer and employee relation. So, the organizations have to take steps to reduce these discrepancies so that retention of employee will be high for any organization. The individuals should also realize their actual needs and should inform the management for betterment of their career.

Understanding employee opinion and analyzing the retention factors are critical to an organizational success. Thus, the present paper aims to analyze the employee retention strategies in Tiruchirappalli.

### **Objectives of the study**

The research has been undertaken with the following objectives.

- To study the employee retention strategies and the level of retention in the organizations in Tiruchirappalli.
- To find out socio demographic profile of the employees.
- To observe the level of employees' retention effort.

- To study the level of retention problem.
- To analyze the various factors of employee retention strategies in various dimensions.
- To provide suggestions to improve retention strategies in the organizations, thereby to increase their profits.

## RESEARCH DESIGN

In this study, the researcher attempts to analyze the various dimensions towards employee retention strategies. Hence descriptive design was adopted.

### Data is collected in two ways

#### Primary Data

The primary data are those data which are collected a fresh and for the first time. It is the first-hand data collected from the ITES employees at Tiruchirappalli, Tamil Nadu. The primary data are collected directly from the employees with a designed schedule for the purpose.

#### Secondary Data

The records and documents pertaining to the details of the organizations and from website constitute the secondary sources.

#### RESEARCH HYPOTHESIS:

- There is a significant association between monthly income of the respondents and employee retention strategies in various dimensions.
- There is a significant association between experience of the respondents and employee retention strategies in various dimensions.
- There is a significant difference between Gender of the respondents and employee retention strategies in various dimensions.
- There is a significant difference between type of family of the respondents and employee retention strategies in various dimensions.
- There is a significant difference between domicile of the respondents and employee retention strategies in various dimensions.
- There is a significant variance among the designation of the respondents with regard to employee retention strategies in various dimensions.
- There is a significant variance among the educational qualification of the respondents with regard to employee retention strategies in various dimensions.

#### Sampling techniques

Sample size: 120. The sample data was collected from the employees at Tiruchirappalli. Simple random sampling technique has been used to select the sample

A simple random sample is a group of subjects (a sample) chosen from a larger group (a population). Each subject from the population is chosen randomly and entirely by chance, such that each subject has the

same probability of being chosen at any stage during the sampling process. This process and technique is known as Simple Random Sampling, and should not be confused with Random sampling.

### Period of study

The study on employee retention strategies in Tiruchirappalli was carried out for the period of May 15<sup>th</sup> to June 22<sup>nd</sup> 2018.

### Analysis of data

The analysis of the collected data was carried out using chi square test, t test and ANOVA test.

**Table1: Association between the Monthly Income of the Respondents and Employee Retention Strategies in Various Dimensions**

S.no	Employee Retention strategies	Monthly income			Statistical Inference
		Below Rs.5000 (n:41)	Rs.5000 - Rs.10000 (n:45)	Above Rs.10000 (n:34)	
1.	<b>Retention Effort</b>  Low level High level	35 6	10 35	16 18	$\chi^2=34.495$ df=2 p < 0.001 <b>Significant</b>
2.	<b>Retention problems</b>  Low level High level	32 9	8 37	24 10	$\chi^2=36.987$ df=2 p < 0.001 <b>Significant</b>
3.	<b>Satisfactorily fulfilled</b>  Low level High level	15 26	10 35	20 14	$\chi^2=11.092$ df=2 p < 0.05 <b>Significant</b>
4.	<b>Career goals</b>  Low level High level	20 21	18 27	20 14	$\chi^2=2.753$ df=2 p > 0.05 Not Significant
5.	<b>Sufficient recognition</b>  Low level High level	18 23	22 23	18 16	$\chi^2=0.617$ df=2 p > 0.05 Not Significant
6.	<b>Overall employees retention strategies</b>  Low level High level	26 15	8 37	28 6	$\chi^2=35.782$ df=2 p < 0.001 <b>Significant</b>

Table1: There is a significant association between the monthly income of the respondents and various dimensions of employee retention strategies such as retention effort, retention problems, satisfactorily fulfilled and overall employees' retention strategies.

**Table 2: Association between the Experience of the respondents and Employee Retention Strategies in Various Dimensions**

S.no	Employee Retention strategies	Experience			Statistical Inference
		Below 2 yrs (n:78)	2 to 5 yrs (n:28)	Above 5 yrs (n:14)	
1.	<b>Retention Effort</b>  Low level High level	45 33	14 14	2 12	$\chi^2=8.958$ df =2 p < 0.05 <b>Significant</b>
2.	<b>Retention problems</b>  Low level High level	38 40	16 12	10 4	$\chi^2=2.673$ df =2 p > 0.05 Not Significant
3.	<b>Satisfactorily fulfilled</b>  Low level High level	21 57	18 10	6 8	$\chi^2=12.466$ df =2 p < 0.05 <b>Significant</b>
4.	<b>Support career goals</b>  Low level High level	34 44	10 18	14 -	$\chi^2=17.454$ df =2 p < 0.001 <b>Significant</b>
5.	<b>Sufficient recognition</b>  Low level High level	36 42	12 16	10 4	$\chi^2=3.475$ df =2 p > 0.05 Not Significant
6.	<b>Training and career development</b>  Low level High level	50 28	4 24	2 12	$\chi^2=27.221$ df =2 p < 0.001 <b>Significant</b>
7.	<b>Overall employees retention strategies</b>  Low level High level	34 44	16 12	12 2	$\chi^2=8.873$ df =2 p < 0.05 <b>Significant</b>

Table 2: There is a significant association between experience of the respondents and various dimensions of employee retention strategies such as retention effort, satisfactorily fulfilled, support career goals, training and career development and overall employee retention strategies. There is no significant association between experience of the respondents and various dimensions of employee retention strategies such as retention problems and sufficient recognition.

**Table 3: 't' test between the respondents' Gender and various dimensions of Employee Retention Strategies**

S.No	Employee Retention Strategies	$\bar{X}$	S.D	S.E	Statistical Inference
1.	Retention Effort				

	Male (n:86)	14.9419	3.75846	.40528	<b>t =3.257</b> df=118 p < 0.01 <b>Significant</b>
	Female (n:34)	17.2941	3.01038	.51628	
<b>2.</b>	<b>Retention problems</b>				
	Male (n:86)	15.8488	3.68947	.39785	t = 0.628 df=118 p > 0.05 Not Significant
	Female (n:34)	16.2941	2.94936	.50581	
<b>3.</b>	<b>Satisfactorily fulfilled</b>				
	Male (n:86)	16.7558	2.66981	.28789	t =0.892 df=118 p > 0.05 Not Significant
	Female (n:34)	17.3529	4.55194	.78065	
<b>4.</b>	<b>Career Goals</b>				
	Male (n:86)	18.3488	4.62161	.49836	<b>t =3.427</b> df=118 p < 0.01 <b>Significant</b>
	Female (n:34)	15.4706	2.53742	.43516	
<b>5.</b>	<b>Sufficient recognition</b>				
	Male (n:86)	16.6279	3.21411	.34659	<b>t =2.818</b> df=118 p < 0.05 <b>Significant</b>
	Female (n:34)	14.7059	3.72973	.63964	

Table 3: There is a significant difference between the respondents' gender and various dimensions of employee retention strategies such as retention effort, career goals and sufficient recognition. There is no significant difference between the respondents' gender and retention problems and satisfactorily fulfilled.

Table 4: 't' test between the respondents' type of family and various dimensions of Employee Retention Strategies

S.No	Employee Retention Strategies	$\bar{X}$	S.D	S.E	Statistical Inference
<b>1.</b>	<b>Retention Effort</b>				
	Joint (n:24)	16.9583	3.95055	.80640	<b>t =2.021</b> df=118 <b>p &lt; 0.05</b> <b>Significant</b>
	Nuclear (n:96)	15.2708	3.58500	.36589	
<b>2.</b>	<b>Retention problems</b>				
	Joint (n:24)	17.5833	3.77540	.77065	<b>t =2.584</b> df=118 <b>p &lt; 0.05</b> <b>Significant</b>
	Nuclear (n:96)	15.5729	3.31423	.33826	
<b>3.</b>	<b>Satisfactorily fulfilled</b>				
	Joint (n:24)	17.0417	3.47011	.70833	t =0.193 df=118 p > 0.05 Not Significant
	Nuclear (n:96)	16.8958	3.27825	.33459	
<b>4.</b>	<b>Career Goals</b>				
	Joint (n:24)	17.4583	4.14917	.84694	t =0.095 df=118 p > 0.05
	Nuclear (n:96)	17.5521	4.39346	.44841	

					Not Significant
5.	<b>Sufficient recognition</b>				
	Joint (n:24)	18.0833	3.67029	.74919	<b>t =3.291</b> df=118 <b>p &lt; 0.01</b> <b>Significant</b>
	Nuclear (n:96)	15.5833	3.24010	.33069	
6.	<b>Training and career development</b>				
	Joint (n:24)	22.8333	2.42571	.49515	t =1.366 df=118 p > 0.05 Not Significant
	Nuclear (n:96)	21.9375	2.97290	.30342	
7.	<b>Overall employees retention strategies</b>				
	Joint (n:24)	109.96	16.29745	3.32670	<b>t =2.399</b> df=118 <b>p &lt; 0.05</b> <b>Significant</b>
	Nuclear (n:96)	102.81	12.13287	1.23831	

Table 4: There is a significant difference between the respondents' gender and various dimensions of employee retention strategies such as retention effort, career goals and sufficient recognition. There is no significant difference between the respondents' gender and retention problems and satisfactorily fulfilled.

**Table 5: One-way analysis of variance among the respondents' educational qualification with regard to and various dimensions of Employee Retention Strategies**

S.NO	Source	Df	SS	MS	$\bar{X}$	Statistical Inference
1.	<b>Retention Effort</b>					
	Between Groups	2	83.357	41.678	G1=14.4762 G2=16.2800	<b>F=6.626</b> P < 0.001
	Within Groups	117	1551.235	13.258	G3=16.1071	<b>Significant</b>
2.	<b>Retention problems</b>					
	Between Groups	2	76.405	38.202	G1=14.9762 G2=16.2200	<b>F=4.809</b> P < 0.05
	Within Groups	117	1372.520	11.731	G3=17.0357	<b>Significant</b>
3.	<b>Satisfactorily fulfilled</b>					
	Between Groups	2	5.372	2.686	G1=16.9048 G2=16.7400	F=2.638 P > 0.05
	Within Groups	117	1292.953	11.051	G3=17.2857	Not Significant
4.	<b>Career Goals</b>					
	Between Groups	2	26.756	13.378	G1=17.0238 G2=17.5400	F=0.507 P > 0.05
	Within Groups	117	2203.110	18.830	G3=18.2857	Not Significant
5.	<b>Sufficient recognition</b>					
	Between Groups	2	29.546	14.773	G1=15.6905 G2=15.9200	F=2.436 P > 0.05
	Within Groups	117	1397.620	11.945	G3=16.9643	Not Significant
6.	<b>Training and career development</b>					

	Between Groups	2	81.047	40.523	G1=22.7143 G2=22.4400 G3=20.6429	<b>F=5.214</b> <b>P &lt; 0.05</b> <b>Significant</b>	G1= Under Graduate, G2= Post Graduate, G3= Diploma
	Within Groups	117	909.320	7.772			
7.	<b>Overall employee's retention strategies</b>						
	Between Groups	2	414.793	207.397	G1=101.79 G2=105.14 G3=106.32	F=1.175 P > 0.05 Not Significant	
	Within Groups	117	20659.199	176.574			

Table 5: There is a significant various among the respondents' educational qualification with regard to various dimensions of employee's retention strategies such as retention problems and training and career development. There is no significant various among the respondents' educational qualification with regard to retention effort, satisfactorily fulfilled, career goals, sufficient recognition and overall employee retention strategies.

## SUGGESTIONS

- Foster employee development. This could be training to learn a new job skill or tuition reimbursement to help further employee's education.
- Create open communication between employees and management. Hold regular meetings in which employees can offer ideas and ask questions. Have an open-door policy that encourages employees to speak frankly with their managers without fear of repercussion.
- Get managers involved. Require managers to spend time coaching employees, helping good performers move to new positions and minimizing poor performance.
- Communicate organization's policy. Feeling connected to the organization's goals is one way to keep employees mentally and emotionally tied to company.
- Offer financial rewards. Offering financial awards for employees who meet performance goals and stay for a predetermined time period, say, three or five years. Also, provide meaningful annual raises. Nothing dashes employee enthusiasm more than a paltry raise. If you can afford it, give more to top performers. Or, if don't want to be stuck with large permanent increases, create a bonus structure where employees can earn an annual bonus if they meet pre-specified performance goals.
- Make sure employees know what you expect of them. It may seem basic, but often in small companies, employees have a wide breadth of responsibilities. If they don't know exactly what their jobs entail and what need from them, they can't perform up to standard, and morale can begin to dip.
- The organization should be paying a fair salary and other monetary benefits to the employees according to their ability and talent. Before determination of the salary, the management should also consider the inflation rate and the areas where an employee has to survive.
- Employees should be free to their work at workplace according to their own mind. There should

be no interruption again and again through their supervisor or any other authority.

- There should a fair performance appraisal programme and no space for any type biasness. All the rewards and facilities have been provided on the basis of performance of the employees.
- An organization should organize training and development programme according to the need of the employees.
- The proper feedback should be taken from the employees on the different employees and organization related issues.
- There should be adequate communication between the employees and the supervisor. It is helpful to create belongingness behaviour within the employees towards the organization.

## CONCLUSION

The researcher conducted this study with the aim to understand the employee retention strategies in the organizations. The researcher adopted descriptive design as a research design. It can be concluded that Employee retention is very important for the organizations. It helps the organizations in reducing the cost of turnover, loss of company knowledge, interruption of work, regaining the efficiency and increases the productivity of the organizations. The important reason for leaving the organizations by the employees is money & their working environment. It means the employees are not satisfied with their salary and other monetary benefits which are provided by the organizations to them. It is very important for the organizations to make an effective compensation policy which is able to satisfy the employees. By using different HR practices like performance appraisal, training and development programme, feedback and assigning competitive work the condition of employee retention can be increased.

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