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A STUDY ON FACTORS INFLUENCING EMPLOYEE RETENTION OF LINDE INDIA PVT. LTD.

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Retaining employees is a critical and ongoing effort to an employee satisfaction. One of the biggest challenges is having managers who understand and it is their responsibility to create and sustain an environment that fosters retention. Staff requires reinforcement, direction and recognition to grow and remain satisfied in their positions. Managers must recognize this and understand that establishing such fundamentals demonstrates their objectives to support nature and motivate their employee. This study is an outcome of the topic called "Factors Influencing Employee Retention of Linde India Pvt. Ltd." The main objective of this study is to identify the factors which lead dissatisfaction and satisfactory level of employees towards their job and working conditions. There arises a need to look into this multi-dimensional problem and come out with feasible solutions.

Keywords: Retaining employees, Retention, Managers and organization, Reinforcement, Recognition, Satisfaction

INTRODUCTION

Among all the employee related problems the organizations are experiencing employee/ labor turnover has achieved a critical significance particularly with the galloping demand for knowledge/professional employees since the last decade of the 20th Century. The employers are highly concerned about its ramifications in terms of high turnover and the impact on organizational productivity as well as the need for on-going recruitment and the costs involved.

When a person is employed it is expected of him to continue to work for the organization all through his active work life. Similarly, the employer who engages him is supposed to provide work to him till he is physically fit to work as per the job specifications and his expectations. The employment of a person in an organization implies that there is an obligation on the part of both the employee and the employer to maintain the employment relations implying mutual obligations, mutual dependence or interdependence

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benefitting both. It means mutuality and reciprocity of relations in which both are interested for defining and redefining the framework of their relations. Yet all the time neither the employee nor the employer is assured of that kind of employment relations. The relations are interrupted for one or the other reason originating from either of them.

The employee may decide to end his employment relations for his personal reasons – health, disinterest in work/job – family reasons, job and professional reasons, such as lack of opportunities to grow in the job and the company, denial of opportunities by the management, poor remuneration, poor facilities, and poor quality of work life, favoritism and nepotism.

The end of employment relations could also be due to super annotation of the employee as defined by the rules and regulations of the organization under the statutory requirements. The employment relations could also end because of the unwillingness of the employee to continue in employment amounting to voluntary quit. The end to employment relations could also be due to the death of the employee while in employment. This kind of employee separation from the organization is termed as the voluntary turnover.

Definition of Employee Retention: An effort by a business to maintain a working environment with the company. Many employee retention policies are aimed at addressing the various needs to employee to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff.

Factors Determining Employee Retention

Retaining the good and performing employees is determined by factors, as under:

1. The age of the employee and his/her career interests;
2. Company image;
3. Recruitment, selection and deployment;
4. Leadership – employees join companies and leave managers for supporting managers;
5. Learning opportunities the company provides; and
6. Performance recognition and rewards.

Holbeche (1998) found that the factors that aided to retain and motivate the high performers included providing challenge and achievement opportunities (e.g., assignments), mentors, realistic self-assessment and feedback processes. In the presence of these and other relevant factors the employer has to design and develop his own strategies which need to be totally organization oriented.

Benefits of Employee Retention

An organization enjoys following benefits due to employee retention:

1. Existing employees' skills, talent, and values are known to the organization.
2. Existing employees' cultural fit, performance, attitude, etc., are judged.
3. Existing employees' aspirations and expectations are clear.
4. Employees' adjustment with the company's climate and environment.
5. Cost of recruitment and training will not be incurred.
6. Even the employee's family members get adjusted with the company's environment.
7. Family welfare programs.

LITERATURE REVIEW

Ahammad Mohammad Faisal *et al.* (2016), "Knowledge transfer and cross-border acquisition performance: The impact of cultural distance and employee retention", suggested that Knowledge transfer and employee retention have positive influence on (CBA) cross-border acquisition performance. In addition, organizational culture differences have a negative influence on CBA performance, but also mediate the relationship between knowledge transfer and CBA performance. No direct or mediating effect of national cultural distance has been found on knowledge transfer and CBA performance.

Coetzee *et al.* (2015), "Employees' satisfaction with retention factors: exploring the role of career adaptability", suggest that staff retention and the increased importance attached to individuals' career adaptability. Career adaptability relates to employees' satisfaction with factors that organizations regard important for their retention. Career adaptability, especially career concern, significantly explained the participants' level of satisfaction with their experiences of the career opportunities, work-life balance, training and development opportunities and characteristics of the jobs offered by the company. Employees' career concerns, goals and plans and how these relate to retention practices are important for retaining them.

Sulakshna *et al.* (2014) suggest that employees' commitment to the organization is a function of their interaction and relationship with that organization and, to a great extent, a manifestation of the attitude of management towards the employees. This belief is based on the premise that member's identity with the organization is a result of a set of carefully

designed policies within the cultural pattern of the organization. The organizational culture and commitment level of employees differ across the different strata of employees in the BPO sector and finally to explore the relationship between organizational culture and commitment. Employees of smaller BPOs perceive their culture a shade better than medium or large BPOs. And, as far as overall commitment is concerned, employees of smaller BPO have significantly more commitment level than employees of medium or large BPOs. Commitment of employees is particularly sensitive to six dimensions of organizational culture, viz., proaction, confrontation, trust, authenticity, experimentation, and collaboration. But, the results failed to support the relationship between autonomy and openness with commitment. The focal point in the development of any strategy is directed towards impacting the commitment of employees towards their organization.

Paille Pascal (2013) examined the relationships between perceived job alternatives, intention to search, intention to leave and Organizational Citizenship Behavior (OCB), with a view to determining the extent to which these variables are related. Perceived job alternatives provided a better account of OCB towards the organization than OCB towards individuals. The relationship between OCB and intention to search and between OCB and intention to quit are different.

Dumitrescu Luig *et al.* (2012), " Employee feedback – condition for their retention and loyalty", suggest that internal marketing requires a consistent orientation of all decisions according to the employees' needs, one of its secondary

objectives being to attract and to keep the good employees. Therefore, a successful application of the internal marketing tools requires the usage of employee feedback in order to know their perception about the set-up and structure of the work place, the rewards and the internal communications.

Shiny Nair writes in Google file on (Jun 26, 2009) suggest that every company should understand that people are their best commodity. Without qualified people who are good at what they do, any company would be in serious trouble. In the long run, the retention of existing employees saves companies money. As Beverly Kaye and Sharon Jordan Evan stated “the cost of replacing lost talent is 70 to 200% of that employee’s annual salary. There are advertising and recruiting expenses, orientation and training of the new employee, decreased productivity until the new employee is up to speed, and loss of customers who were loyal to the departing employee. Finding, recruiting, and training the best employees represents a major investment. Once a company has captured talented people, the return-on-investment requires closing the back door to prevent them from walking out.”

Tiwari Pankaj *et al.* (2008), A large number of studies have already been undertaken in the field of employee retention as retaining employees in an organization plays a very crucial part as it involves, regaining “the confidence, trust and loyalty of an individual who now has an opportunity which is somehow better than the preset one”. Mere selection does not ensure the growth, prosperity and smooth functioning of an organization but it requires continuous monitoring and support of the management to take out the best from their employees. B Ramakrishnan, Managing Director C and K Management Ltd., TMI

Network opines that the most important HR challenge is finding good people and, secondly, retaining them. N R Narayana Murthy, one of the most successful industry leaders, holds a firm belief that people are the most important asset of an organization.

Pandit (2007), Employee retention involves taking measures to encourage employees to remain in the organization for the maximum period of time. It 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 is beneficial for the organization as well as the employee. Effective employee retention is a systematic effort by employers to create and foster an environment that encourages current employees to remain employed, by having policies and practices in place that address their needs. Retention of key employees is critical to the long-term health and success of any organization. It is a known fact that retaining the best employees ensures customer satisfaction, increased product sales, satisfied colleagues and reporting staff, effective succession planning, and deeply embedded organizational knowledge and learning. Employee retention matters, as organizational issues such as training time and investment, lost knowledge, insecure employees, and a costly candidate search are involved. Hence, failing to retain a key employee is a costly proportion for an organization. Various estimates suggest that losing a middle manager in most organizations costs up to five times his salary. Corporate is facing a lot of problems in employee retention these days.

Flegley (2006) In cultivating a high-performance workforce, both assessment of employees to ensure the best match to the job

and the company and assimilating them to ensure successful integration into the workplace, the culture of the organization and specific roles and responsibilities are equally important.

Shivangee Singh and Pankaj Kant Dixit (2005) in today's environment it becomes very important for organizations to retain their employees. The top organizations are on the top because they value their employees and they know how to keep them glued to the organization. Intelligent employers always realize the importance of retaining the best talent. Retaining talent has never been so important in the Indian scenario; however, things have changed in recent years. In prominent Indian metros at least, there is no dearth of opportunities for the best in the business, or even for the second or third best. Retention of key employees and treating attrition troubles has never been so important to companies. In an intensely competitive environment where HR managers are poaching from each other, organizations can either hold on to their employees tight or lose them to competition. For gone are the days when employees would stick to an employer for years for want of a better choice. Now, opportunities are abound. Employees stay and leave organizations for some reasons. The reason may be personal or professional. These reasons should be understood by the employer and should be taken care of. The organizations are becoming aware of these reasons and adopting many strategies for employee retention. A strong retention strategy therefore, becomes a powerful recruitment tool. Employees comprise the most vital assets of the company. In a work place where employees are not able to use their full potential and not heard and valued, they are likely to leave because of stress and frustration. They need transparent work

environment to work in. in a transparent environment where employees get a sense of achievement and belongingness, where they can best utilize their potential and realize their skills. They love to be the essential part of such organization and the company is benefited with a stronger, reliable work-force harboring bright new ideas for its growth.

Morgan (2004) organizations are laying emphasis on initiatives that can be put in place to help it retain and nurture the talent. Deeptisinha and Somesh Kumar Shukla (2002) say, "When our key assets, i.e., employees walk out every evening, our net worth is reduced to Zero. Our challenge is to ensure that they come back next day rejuvenated, refreshed and energised." Employee retention has become a major challenge for HR executives all over the pharmaceuticals industry. Organizations embarking on talent management need to review their current HR practices. The "war for talent" has focussed on "acquiring and retaining the best". Human resources play a significant role in reaching organizational effectiveness and performance.

Morrell *et al.* (2001) have been focused on employee retention over two years post a four-hospital National Health Service (NHS) 'mega-merger'. It is informed by two main stands of knowledge, namely generic and NHS-specific literature pertaining to the people side of M&As and literature from the psychological school of turnover analysis. Given this abstract's scope and word count limitations, it seems wise to focus on one single body of literature. Consequently, this abstract provides a relatively complete overview of the 'psychological school of turnover analysis', which emphasizes the importance of employee

perceptions, and seeks to explain/predict individual resignation decisions. This literature is arguably most significant in informing this study's research design and in terms of its potential contribution to pre-existing knowledge. Nonetheless, to provide a more complete introduction to the extant knowledge on employee turnover related to this paper also includes a brief introduction to both NHS-specific and merger-specific turnover literature.

Huselid (1995), Competition and the lack of availability of highly talented skilled employees make finding and retaining talented employees a major priority for organizations.

RESEARCH METHODOLOGY

Rationale of the Research Study

The proposed study focused on the Retention Concept. The proposed study made an attempt to find the retention techniques and effectiveness of the different kind of employees in Linde Engineering India Pvt. Ltd.

Scope and Coverage of the Research Study

This paper is attempted to analysis the Retention reasons in Linde Engineering India Pvt. Ltd. The study has been explored the views of the Non-Manual cader employees in Retention.

Objectives of the Research Study

- i. To understand the satisfactory level of employees towards their job and working conditions.
- ii. To study the employees perception towards organization.
- iii. To understand the attitude of employees towards their work.

- iv. To identify the factors that motivates the employees.
- v. To offer valuable suggestion to improve the satisfaction level of employees.

Research Design

Research design of the research work, considering its objective, scope and coverage has been Exploratory and Descriptive in nature.

Sources of Information

The researcher has been made the use of both primary data and secondary data sources of information the case may be.

Primary Data: The primary data has been obtained from the selected employees of Linde Engineering India Pvt. Ltd.

Secondary Data: The secondary data has been obtained from published from published/unpublished literature on the topic and from journals, newspapers, books, magazines, websites, or any other relevant services.

Research Instrument

The researcher has been put to use structured non-disguised questionnaire.

Sampling Decisions

The researcher has been followed various sampling decisions for conducting the research study which will include the following

Representative Sample

The selected employees has been drawn from the total number of employees of the different sections of the company would be selected as the Representative sample.

Sampling Frame

The employee database, available with the

company has been used as the sampling frame for the purpose of collecting primary data for the proposed research study.

Sample Size

Sample size 100 employees have been put to use for the purpose of collecting primary data from the selected employees of different sections of the company. 100 employees have been selected as the sample size.

Sample Design

The sampling design has been non-probability sampling based on convenience sampling.

Sampling Method

The researcher has applied convenience sampling methods to draw samples from selected employees.

Sampling Media

Sampling Media has been in the form of filling up of Questionnaire.

DATA ANALYSIS

Data Analysis of Demographic Information is as under

Data Interpretation

Table 1 explains the Demographic Profile of the respondents. The first variable of the demographic profile is Gender. Out of total 100 respondents, there 72 are males and 28 are females.

The second variable of the demographic profile is Age. Out of 100 respondents, 20 respondents are from the group of 18-24 years, 46 are from 25-34 years, 26 are from 35-44

Particulars	Classification	Frequency	Percentage
GENDER	Male	72	72
	Female	28	28
	TOTAL	100	100
AGE	18-24	20	20
	25-34	46	46
	35-44	26	26
	45-54	8	8
	55-64	0	0
	Above	0	0
	TOTAL	100	100
MARITAL STATUS	Married	52	52
	Unmarried	48	48
	TOTAL	100	100
EDUCATION QUALIFICATION	Diploma	10	10
	Graduate	40	40

Table 1 (Cont.)			
Particulars	Classification	Frequency	Percentage
	Post Graduate	46	46
	Professionals	4	4
	TOTAL	100	100
DESIGNATION	Managerial	100	100
	Non-Managerial	0	0
	TOTAL	100	100
DEPARTMENT	Civil	23	23
	It	14	14
	Account	14	14
	Piping	14	14
	Electrical	7	7
	Hr	10	10
	Static	8	8
	E & I Layout & Design	10	10
	TOTAL	100	100
EXPERIENCE	0-5	80	80
	6-10	12	12
	11-15	8	8
	TOTAL	100	100

years, 8 are from 45-54 years and no respondents are from the group of 55 and above. The third variable of the demographic profile is Marital Status. Out of 100 respondents, 52 are married and 48 are unmarried. The fourth variable of the demographic profile is Education Qualification. Out of 100 respondents, 10 are educated upto Diploma, 40 are educated upto Graduate, 46 are educated upto Post Graduate, and rests 4 are educated upto Professional. The fifth variable of the demographic profile is Designation. Out of 100 respondents all are Managerial employees. The sixth variable of the demographic profile is Department. Out of 100 respondents, 23 are from Civil, 14 are from IT, 14 are from Account, 14 are from Piping, 7 are from Electrical, 10 are from

HR, 8 are from Static and 10 are from E & I Layout and Design department. The seventh variable of the demographic profile is Experience. Out of 100 respondents, 80 are experienced upto 0-5 years, 12 are experienced upto 6-10 years and 8 are experienced upto 11-15 years in Linde Engineering India Pvt. Ltd.

The study has considered six dimensions, viz., Attitude towards Job, Attitude towards Company, Service Conditions, Working Conditions, Welfare Measures and Wage ads salary, which has influence on retention of employees in Linde Engineering India Pvt. Ltd. The analysis of the collected data is as under:

Attitude Towards Job

Attitude Towards Company

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
1	Nature of work	98	98	2	2
2	Job Security	96	96	4	4
3	Job status	100	100	0	0
4	Quantum of the Work	100	100	0	0
5	Equipments provided by the Organization	98	98	2	2
6	Working place of the Organization	58	58	42	42
7	Other facilities of work in Organization	96	96	4	4
8	Appreciation for good work	84	84	16	16

Service Conditions

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
1	Your Feelings as an Employee	100	100	0	0
2	Personnel policies and Procedures in Force	98	98	2	2
3	Counselling made available	96	96	4	4
4	Superior's Guidance	98	98	2	2
5	Relationship with Superiors	82	82	18	18
6	Relations with Co-workers	78	78	22	22
7	Relation with Sub-ordinates	82	82	18	18
8	Autonomy in execution of the work	90	90	10	10

Working Conditions

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
1	Recruitment policy in force	100	100	0	0
2	Mode of selection	98	98	2	2

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
3	Training programs made by the Organization	86	86	14	14
4	Promotional Policy	98	98	2	2
5	Transfer policy in practice	56	56	44	44
6	Leave rules	28	28	72	72
7	Grievance redressal procedure in the Organization	56	56	44	44

Welfare Measures

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
1	Hours of work	78	78	22	22
2	Rest intervals	92	92	8	8
3	Lighting and ventilation facilities	100	100	0	0
4	Safety arrangements made by the Organization	76	76	24	24
5	Work place atmosphere	92	92	8	8

Wage and Salary

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
1	Safety measures taken by the Management	94	94	6	6
2	Medical facilities	98	98	2	2
3	Housing facilities	98	98	2	2
4	Employee Benefit Scheme	98	98	2	2
5	Provident Fund Scheme	98	98	2	2
6	Insurance Scheme	98	98	2	2
7	Gratuity system in practice	98	98	2	2
8	Children Education allowances	98	98	2	2
9	Recreation facilities	90	90	10	10

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
10	Uniforms supplied by the Organization	90	90	10	10
11	Washing allowances	98	98	2	2
12	Maintenance of rest rooms	96	96	4	4
13	Maintenance of Toilet and urinal	100	100	0	0
14	LTC	86	86	14	14

Data Interpretation

No.	Variable	Satisfied		Dissatisfied	
		Frequency	Percentage	Frequency	Percentage
1	Scale of pay, allowances	92	92	8	8
2	Amount of annual payment of Bonus Given by the management	94	94	6	6
3	Pay revision period	90	90	10	10
4	Awards for additional qualification	74	74	26	26

Table 2 explains the employees are fully satisfied with their Job status and Quantum of work, i.e., 100%. And almost half of the employees are dissatisfied with working place of the organization, i.e., 42%. Although 16% of employees are dissatisfied with the Appreciation for their good work. Table 3 explains that the employees are fully satisfied with their feeling as an employee in the organization and superior's guidance provided to them, i.e., 100%. And 22% of employees are dissatisfied with their relation with co-workers. Table 4 explains that the employees are fully satisfied with the Recruitment policy of the organization, i.e., 100%. While more than half of the employees are dissatisfied with the Leave rules of the organization, i.e., 72%. Table 5

explains that the employees are fully satisfied with Lighting and ventilation facilities of the organization, i.e., 100%. And 24% of employees are dissatisfied safety arrangements made by the organization. Table 6 explains that the employees are almost satisfied with the welfare measures provided by the organization. Though 100% employees are satisfied with Maintenance of toilet and urinal while dissatisfied ratio is too less, i.e., 14% of LTC welfare provided to them. Table 7 explains that the 94% of employees are satisfied with amount of annual payment of Bonus given by the management. While 26% of employees are dissatisfied with Awards for their additional qualifications.

TESTING OF HYPOTHESIS

Interpretation

Table 8 shows that Computed Value of Chi-

Square test is less than Table Value except H_{03} where Computed value is greater than Table value. Thus at H_{03} Null Hypothesis is Rejected, while others are Accepted.

Table 8: Testing of Hypothesis

S. No.	Null Hypothesis	Dependent Variable	Independent variable	Computed Value	Table Value	Decision
H ₀₁	Gender is independent from the satisfaction towards Recruitment Policy	Recruitment Policy	Gender	1.55	3.841	Accepted
H ₀₂	Education Qualification is independent from the satisfaction towards Mode of Selection	Mode of Selection	Education Qualification	1.13	7.815	Accepted
H ₀₃	Gender is independent from the satisfaction towards Workplace Atmosphere	Workplace Atmosphere	Gender	11.53	3.841	Rejected
H ₀₄	Age is independent from the satisfaction towards Hours of Work	Hours of Work	Age	3.92	7.815	Accepted
H ₀₅	Education Qualification is independent from the satisfaction towards Employee Benefit Scheme	Employee Benefit Scheme	Education Qualification	1.5	7.815	Accepted
H ₀₆	Department is independent from the satisfaction towards Safety Measures	Safety Measures	Department	2.49	7.815	Accepted
H ₀₇	Experience is independent from the satisfaction towards Awards for Additional Qualification	Awards for Additional Qualification	Experience	0.51	5.991	Accepted
H ₀₈	Education Qualification is independent from the satisfaction towards Scale of Pay, Allowances	Education	2.8	7.815	Accepted	
H ₀₉	Experience is independent from the satisfaction towards Autonomy in Execution of the Work	Autonomy in Execution of the Work	Experience	2.8	5.991	Accepted
H ₀₁₀	Age is independent from the satisfaction towards Counselling Made Available	Counselling Made Available	Age	1.57	7.815	Accepted
H ₀₁₁	Education Qualification is independent from the satisfaction towards Job Security	Job Security	Education	0.63	7.815	Accepted
H ₀₁₂	Department Is independent from the satisfaction towards Equipment Provided	Equipment Provided	Department	0.24	7.815	Accepted

FINDINGS

By the Attitude towards Job a researcher could find that, Majority of respondents has satisfied regarding the attitude towards job. So, it is good sign for organization.

By that Attitude Towards Company a researcher could find that, majority of respondents are satisfied with this attitude towards company. So, it is really nice thing for organization but along with it they have ambiguity for the employee retention concept.

By the Working Condition a researcher could find that, majority of respondents are satisfied with this working condition in company .so, it is find that there are batter-working condition in Linde India.

By the Welfare Measure a researcher could find that, majority of respondents are satisfied with this welfare measure in company. So researcher find that respondent enjoy welfare facilities in Linde India.

By the Service Condition a researcher could find that, majority of respondents are satisfied with this service condition in company. So researcher find employees implement service condition effectively.

By the Wage and Salary Administration a researcher could find that, majority of respondents are satisfied with this wage and salary administration in company. Researcher find that wage and salary administration higher in Linde India.

By the testing of Hypothesis, employees' satisfaction level towards different variables have been analyzed. It is observed that there is significant relationship between Gender of the employee and their satisfaction towards

Workplace Atmosphere in Linde India. Therefore Null Hypothesis Rejected. Whereas it is found that there is no significant relationship between variables like Gender and Recruitment policy, Education Qualification and Mode of Selection, Age and Hours of Work, Education Qualification and Employee Benefit scheme, Department and Safety Measures, Experience and Awards for Additional Qualification, Education Qualification and Scale of Pay, Allowances, Experience and Autonomy in Execution of work, Age and Counseling made available, Educational Qualification and Job Security, Department and Equipment Provided, etc. Therefore Null Hypothesis is Accepted.

SUGGESTIONS

From the analysis of primary data obtained from the respective organization, the organization should focus more on Leave rules, working place, Transfer policy, Grievance redressal procedure, Awards for additional qualifications, Safety arrangements, etc., and some other new techniques should be obtained by the organization to retain their key employees. Organization should make an attempt towards healthy workplace atmosphere with reference to gender to increase the satisfaction level of the employees' towards it.

CONCLUSION

Retention is an important concept that has been receiving considerable attention from academicians, researchers and practicing HR managers. In its essence, Retention comprises important elements such as the need or content, search and choice of strategies, goal-directed behavior, social comparison of rewards reinforcement, and performance-satisfaction. The

increasing attention paid towards Retention is justified because of several reasons. Motivated employees come out with new ways of doing jobs. They are quality oriented. They are more productive.

In the recent years employer and employee both have lost belief on each other. The former feels that employee can leave the organization anytime and the latter apprehends that he or she can be expelled anytime by the former one. Whosoever is responsible, irrespective of this; loss of workforce is inevitable. This loss of workforce for any reason is called attrition. Irrespective of the kind of industry or the structure of the organization, attrition is a common problem in every organization which not only hampers production but also results in heavy long run costs and loss of goodwill to the organization. Therefore, there arises a need to delve into this multi-dimensional problem and come out with feasible solutions.

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