FACTORS CONTRIBUTING IN EMPLOYEES RETENTION – A CASE STUDY OF CHANAKYA DAIRY LTD.

Bharti Verma*

Payal Aggarwal**

Akash Mishra**

ABSTRACT

This paper is primary in nature. This study highlights how to improve labour turnover in an organisation and factors that are affecting labour turnover. For this purpose 30 respondents are selected from Chankya Diary by using Percentage method. Secondary data is collected from magazines, journals, newspapers. Author also provides us some suggestions and techniques to Retain employees.

INTRODUCTION

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.

RETENTION PROGRAMS

It is important to first pinpoint the root cause of the retention issue before implementing a program to address it. Once identified, a program can be tailored to meet the unique needs of the

*Assisatant Professor, A.S.College, Khanna

**Student, A.S.College, Khanna

organization. A variety of programs exist to help increase employee retention.

Career Development – It is important for employees to understand their career path within an organization to motivate them to remain in the organization to achieve their personal career goals. Through surveys, discussion and classroom instruction, employees can better understand their goals for personal development. With these developmental goals in mind, organizations can - and should - offer tailored career development opportunities to their employees.

Executive Coaching – Executive coaching can be used to build competencies in leaders within an organization. Coaching can be useful in times of organizational change, to increase a leader's effectiveness or to encourage managers to implement coaching techniques with peers and direct reports. The coaching process begins with an assessment of the individual's strengths and opportunities for improvement. The issues are then prioritized and interventions are delivered to target key weaknesses. Assistance is then provided to encourage repeated use of newly acquired skills.

Motivating Across Generations - Today's workforce includes a diverse population of employees from multiple generations. As each generation holds different expectations for the workplace, it is important to understand the differences between these generations regarding motivation and engagement. Managers, especially, must understand how to handle the differences among their direct reports.

Orientation and On Boarding – An employee's perception of an organization takes shape during the first several days on the job and continues throughout their first six months, with 90% of employees still deciding whether or not to stay at the organization during this time. It is in the best interest of both the employee and the organization to impart knowledge about the company quickly and effectively to integrate the new employee into the workforce. In addition, providing continual reinforced learning through extended on boarding over the first year can increase new hire retention by 25%. By implementing an effective on boarding process, new hire turnover rates will decrease and productivity will increase.

Women's Retention Programs – Programs such as mentoring, leadership development and networking that are geared specifically toward women can help retain top talent and decrease turnover costs. By implementing programs to improve work/life balance, employees can be more engaged and productive while at work.

RETENTION TOOLS AND RESOURCES

Employee Surveys – By surveying employees, organizations can gain insight into the motivation, engagement and satisfaction of their employees. It is important for organizations to understand the perspective of the employee in order to create programs targeting any particular issues that may impact employee retention.

Exit Interviews – By including exit interviews in the process of employee separation, organizations can gain valuable insight into the workplace experience. Exit interviews allow the organization to understand the triggers of the employee's desire to leave as well as the aspects of their work that they enjoyed. The organization can then use this information to make necessary changes to their company to retain top talent. Exit interviews must, however, ask the right questions and elicit honest responses from separating employees to be effective.

Employee Retention Consultants – An employee retention consultant can assist organizations in the process of retaining top employees. Consultants can provide expertise on how to best identify the issues within an organization that are related to turnover. Once identified, a consultant can suggest programs or organizational changes to address these issues and may also assist in the implementation of these programs or changes.

REVIEW OF LITERATURE

Mwakidimi Msengeti D. (2015) revealed that non-financial rewards have a stronger impact on employee retention than the traditional financial rewards points to the need for the employers in this industry to implement holistic approaches in reward management so as to ensure they develop total reward packages which to offer their employees and not focus on financial rewards alone. The first recommendation is for the employers to work towards harmonizing the pay they offer their employees to ensure that they don't lose staff to other competing hotels and firms since they feel they can get better pay there. Secondly the managers should strive to continue improving the working conditions for their employees since it significantly enhances their employee retention abilities as organizations. Finally the study recommends that the employers in this area should strive towards broadening the spectrum of the rewards they can offer their employees and not focus on direct monetary rewards alone.

BROOKS C. HOLTOM, TERENCE R. MITCHELL, THOMAS W. LEE, MARION B. EBERLY (2008)," Turnover and Retention Research: A Glance at the Past, a Closer

Review of the Present, and a Venture into the Future Indicates that the theory and research on turnover is cumulative. Over time, we have accumulated substantial evidence on the weighted-average effect sizes for our more frequently studied predictors. One way to increase the rigor of our research is by making point or range predictions of our better-studied results rather than testing them again against the null hypotheses. Our goal in this view of the future is to encourage precision in measuring and modeling both the independent and dependent variables to deepen our under-standing of withdrawal behaviors.

RESEARCH METHODOLOGY

A research design is a arrangement of condition for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

The objective of the study are:

1. To improve employees retention in organization.
2. To know the reasons of labour turnover.

Both Primary and Secondary data has been collected for meeting the objectives of the research. For the purpose of collection of primary data personal interviews of respondents were conducted. A questionnaire was prepared which was administered to the respondents for the purpose of getting the information. For the purpose of secondary data, a perusal of secondary sources of information. For example Magazines, Newspapers studies has been conducted .
All the respondents who were easily accessible and willing to share the information were administered the structured questionnaire to get the desirable information.

A sample design consisting of the following factors was prepared for the purpose of the study all the employees of "CHANAKYA DAIRY LTD". The sample size for the study was 30. Mathematical tools like Percentage were used in the study

FINDINGS

Table 1

Work Experience in Other Organization

Particulars	Frequency
Yes	18
No	12

Table 1 show that 60% have done work in other organization also. And 40% don't do their work in some other organization. They are working in SUPER from their joining.

Table 2

Leaving the Previous Job

Particulars	Frequency
Slow growth avenues	5
Lack of job security	12
Work environment	2
Problem with management	9
Less remuneration	0
Any other	2

Table 2 shows that most of the employees left their previous job because of job security and problem with management and few employees left their previous job because of slow growth avenues, work environment and any other reason.

Table 3

Retention Effect in 'SUPER'

Particulars	Frequency
Yes	15
No	13

Table 3 shows that 50% said retention effect in 'SUPER' and 43.4% says not retention effect in 'SUPER'.

Table 4

Work with the 'SUPER'

Particulars	Frequency
Working conditions	8
Freedom of work	15
Team work	4
Physical conditions	3

Table 4 shows that most of the employees were happy to work with SUPER because of freedom of action and better working conditions with percentage of 50% and 26.7% respectively. So the work with this organization. This type of the result in improving the competency level of the employees.**"**

Table 5

Leaving the SUPER in Past Six Months

Particulars	Frequency
Yes	8
No	22

Table 5 shows that 73% employees were happy with their work, so they were not left SUPER in past six months because of freedom of action, better work environment. 27% were not happy with their work.

Table 6

Retention Problem in the Super

Particular	Frequency
Yes	11
No	19

Table 6 shows that 63% said no retention problem in Super and 37% feel retention problem in Super.

Table 7

Factors Help in Retaining the Employees

Particulars	Frequency
Monetary	6
Non- monetary	13
Both monetary and non monetary	11

Table 7 shows that most of the employees like non- monetary benefits like holiday's package, better working conditions. Very less amount of employees wants monetary benefits. And many employees like both monetary and non-monetary.

Table 8

Factors that Help the Management in Retaining Employees

One of the objective of the study was to find out that how can management retain employees. For this purpose the respondents were asked to rate the various factors from very high to very low for the analysis purpose the weights assigned are as follows:

Factors	VH	H	M	L
Advancement	6	18	6	0
Type of work	6	18	6	0
Job security	18	6	6	0
Monetary benefits	12	12	6	0
Working conditions	18	12	0	0
Working hours	12	12	6	0

Table 8 shows that how management can retain employees. The working conditions help in retaining employees. So the working conditions should be good. And job security is also one of the main factors in retaining the employees. Working hours and type of work also effect in retaining the employees. All these factors help in retaining the employees.

SUGGESTIONS

EFFICIENT INDUCTION PROGRAMME

Large number of employees leaves their jobs within one year. To reduce it the organization can conduct realistic job reviews at the hiring process itself. By providing honest information about an open vacancy and developed clear expectations, turnover of employees can be minimized in future.

SUPPORTIVE ORGANIZATION CULTURE

Leadership and management style should be capable of giving enough autonomy and operational freedom in the following ways:-

        a.) Define the outcomes expected from employees and give them freedom to reach the target.

        b.) Let employees choose the tools and equipments to enable him to reach the goal.

        c.) Good ideas and imitativeness should be acknowledged and encouraged.

REWARDS AND RECOGNITION

Golden Handcuff i.e. financial incentives are incentives are integral part of retention strategy. It is difficult to formulate a reward system based on output as journalism; it is difficult to identify quantifiable targets achieved within specified time frame. The competency Based Reward System should be developed to explicitly recognize up- gradation of skills, acquired through relevant advance qualifications. Instead of high monetary rewards employees attach high value to membership in clubs. Professional society's educational institutions or an opportunity to cover a foreign event.

JOB ENRICHMENT

Retention of employees can be done in accordance with developing a good job profile in lines of jobs enrichment covering following areas:-

    a) DIRECT FEEDBACK:

        Prompt and objective information about individual performance in daily work.

    b) CLIENT RELATIONSHIP:

An individual customer to serve inside or outside the organization.

c) NEW LEARNING:

Continuing opportunity for acquiring new skills.

d) WORK SCHEDULING OPPORTUNITY:

To pace one's own work and to time work breaks.

e) PERSONAL ACCOUNTABILITY:

Equating levels of accountability for work performance.

f) DIRECT COMMUNICATION FLOW:

Both upward and downward flow of information.

g) Core competency:

Design job profile according to core competency in specific area.

BUILDING EMPLOYEE COMMITMENT

Commitment is the relationship of employees and the organization. It is the strength of employees identification with the organization and its goals their willingness to expert efforts on behalf of the organization. It is the glow of pride when one speaks about his/her organization compared to the hostile edge in the comments of other employees. Commitment can be achieved by giving good organization health good working environment, quality of work life and organizational effectiveness.

CONDUCTING EXIT INTERVIEW

An exit interview is a session with the outgoing employees to understand his disappointment with the organization. it may be combined termination survey some weeks later to provide crucial information on sensitive issues overlooked by management. A quarterly of exit interview finding and subsequent remedial action may help the management to retain the remaining employees.

CONCLUSION

As per analysis conducted through structured questionnaire and personal interview with the respondents, it is concluded that retaining employees is big problem in every organization.

Employees can be retain in the organization by giving them good working conditions, type of work according to their qualification, by giving them job security means if they will do well. The employee turnover will be reduce by, Efficient Induction Programme, Conducting Exit Interview, Building Employee Commitment and Job Enrichment.

BIBLIOGRAPHY

- JOURNALS:
- Mwakidimi Msengeti D. (2015) Effects of Pay and Work Environment on Employee Retention: A Study of Hotel Industry in Mombasa County", International Journal of Scientific and Research Publications, Volume 5, Issue 4, April 2015 1 ISSN 2250-3153
- Lahkar Das, Bidisha., & Dr.Baruah, Mukulesh. (2014),"IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 14, Issue 2 (Nov. - Dec. 2013), PP 08-16
- Steel, R.P., Griffeth, R.W., & Hom, P.W. (2002)
- Clarke, K.F. (2001). In Employee Benefits Journal.pp. 34-37.
- Kaliprasad, M. (2006).
- Fox, Robert J. (2012)
- ", The Academy of Management Annals
- Vol. 2, No. 1, 2008, 231–274.
- BOOKS-
- Human Resource Management –Rozy Joshy
- Organization Behaviour-Shashi .K.Gupta
- Research Methodology-C.R.Kothari
- Understanding Human Resource Management-Ken N. Kamoche
- Personnel and Human Resource Management (ebook)-P. Subba Rao
- WEBSITES-
- www.shodhganga.com
- www.chanakyadairy.com
- www.chanakyadairyproductsltd.com