



REVIEW OF LITERATURE ON EMPLOYEE RETENTION: SOME INSIGHTS FOR POLICY FRAMING

G.Murali Krishna* Dr.A.V.Ramana**

*Research Scholar, Department of Commerce, Sri Krishnadevaraya University, Anantapuramu, Andhra Pradesh.

** Research Supervisor, Professor, Department of Commerce, Sri Krishnadevaraya University, Anantapuramu, Andhra Pradesh.

Abstract

In the 21st century, the service sector has been growing phenomenally across the globe. In the knowledge society as of today, the younger work-force with multiple professional degrees, new talents, skills, high hopes and aspirations are entering the corporate sector. Besides, in a competitive business environment, the employers are also offering attractive packages, perquisites and extra privileges to attract new employees and retain the talented trained employees. Surprisingly, today corporate giants are not facing difficult in the selection of talented personnel but bothering more about the rate of employee attrition and more so how to retain them. In this paper, an attempt is made to review some of the important empirical studies on employee retention conducted both at international and national level covering industrial and non-industrial sectors. It is hoped that the reviews will help to identify the causes for employee attrition and incentives to be offered to retain the employees who are likely to leave the organization. The insights reviewed will also help the corporate houses to frame HR policies in the areas of employee selection, training and development, employee performance appraisal and motivate the employees to do their jobs better and thereby enhance the corporate excellence.

Key Words: Retention of Employees, Employee Selection, Training and Development, Performance Appraisal.

Introduction

In the 21st century, there has been a substantial growth and development in terms of science and technology, information & communication networks and above all professional and personal aspects of the employees. Consequent upon these, the service sector has been emerging as the potential area for job market both in developed and developing economies including India. There is an abundant work-force with higher professional degrees, skills, talents are available. But it is often found that the corporate giants are facing the problem of higher rate of employee attrition, turnover and it has become a causing concern to the business houses. Hence, employee retention as a topic for policy-making has been attracted the attention of the employers, researchers, management thinkers, trade union leaders and host of others who are concerned about employee's turnover and their retention. Against this backdrop, the present paper tries to review the existing literature on the topic both at national and international level and suggest some insights on the intrinsic and extrinsic factors of motivation to attract new employees and retain the existing work-force.

Review of Literature

Studies on Employee Retention at global level

“Employee Retention and Turnover: Using motivational variables as panacea” Michael O.Samuel and Crispen Chipunza (2009). This study examined two public and private sector organizations in South Africa. The total population of the research comprised 1800 employees of the surveyed organizations with a sample size of 145 respondents. A self – developed questionnaire, measured on a likert scale was used to collect data from respondents. The chi-square test was used in testing the hypothesis of the study. The present study presents a strong evidence of association between job security and employee retention. The authors concluded that only intrinsic and extrinsic motivational variables can enhance retention and reduce high rate of employee turnover in organizations. The results of the study showed that the employees both in public and private sector wanted to stay back in their respective organizations because of intrinsic and extrinsic motivational factors offered by their organizations. 1

In an attempt on Employee Turnover and Retention Strategies: “An Empirical Study of Public Sector Organization of Pakistan”. Safdar Rehman(2012) tried to identify the turnover factors in public sector organizations of Pakistan and suggested some employee's retention strategies. Altogether as many as 750 questionnaires were distributed in 15 organizations. Out of which 568 questionnaire were received back and the data was analyzed by using SPSS . The results of this study confirmed that turnover rate in select public sector organizations is high. The author suggested that by formulating certain HR Policies by considering factors like better recruitment efforts, job content, compensation practices, supervision, career planning, work schedule, working conditions, team building, centralization, communication, flexible working hours, employee involvement and recognition, employee retention to a certain extent can be reduced.2

Benjamin Balbuena Agguenza & Ahammed Puad Matsam(2012) made a study on **“Motivational Factors of Employee Retention and Engagement in Organizations”**. The study covered various motivation factors that influence employee retention and also examined their impact. For this study the secondary data was collected and analyzed. The researcher



found that the motivation factors had a crucial impact in influencing employee retention. Thus, organizations should formulate proper employee retention strategies in a holistic manner to reduce turnover rate and it act as an investment in the long run. 3

Ananth Raj (2013) conducted a study on **“A Qualitative Study on Causes and Effects of Employees Turnover in the Private Sector in Malaysia”**. The purpose of this research was to find out the actual reasons behind turnover and its effects on the manufacturing industry in Malaysia. The secondary data was collected and analyzed to draw the conclusions and inferences. Researcher concluded that managers must have knowledge about why the employees leave the organization and identify those factors that attract employee to remain in the organization. 4

Asim Masood in his research paper entitled **“Effects of Job stress on Employee Retention: A Study On Banking Sector of Pakistan”**(2013) examined the relationship between job stress and employee retention. Descriptive statistical techniques were used to analyze the data. He concluded that there is a positive relationship between job stress and employee retention and suggested efforts are to be made to reduce job related work pressure among the employees.5

Benish Hussain Jajnua and Amir Gulzar(2014) in their study on **“The Impact of Human Resource Practices on Employee Commitment and Employee Retention in Telecom Sector of Pakistan: Exploring the Mediating Role of Employee Loyalty”** studied the impact of human resource practices on employee retention and employee commitment in the telecom sector of Pakistan. They studied the mediating role of employee loyalty with HRM practices, employee commitment and employee retention. The data was collected from employees (250) of telecom firms in Rawalpindi and Islamabad by administering questionnaire. For interpretation and analysis of data correlation, regression and sobel tests were conducted. Human resources management practices such as employee recruitment and selection, training and development, performance appraisal, compensation and social benefits and grievance handling system their impact on employee retention and taking loyalty of an employee as a mediating variable. The study established that human resource practices have a significant impact on the employee retention.6

A Study was made on **“The Impact of Reward on Job Satisfaction and Employee Retention”** (2014) by Sharon Ravimbo Terera. The study tried to assess the impact of rewards on job satisfaction & employee retention among nurses. For this study author selected both male and female nurses from selected hospitals in the Eastern Cape Province of south Africa. The total sample size was 337. The descriptive statistics like chi-square test, correlation analysis were used for analysis of data. It is found from the study that reward system, job satisfaction has led to employee retention. The study showed the relationship between rewards and job satisfaction as insignificant and findings revealed that employee rewards led to retention but did not result in job satisfaction. 7

Muhammed Aamir Shafique Khan & Jiqnguo du in their study entitled (2014) **“An Empirical Study of Turnover Intentions in call centre Industry of Pakistan”**. The study was conducted to understand the factors that affect the turnover intentions in call centre industry in Pakistan. Data of all variable was collected by using questionnaire from a sample size of 137 respondents and data was evaluated by using SPSS Software. It is found from the study that many flaws are found in retention of employees. It is suggested that in all call centers employee retention strategies are to be implemented properly and compulsory. 8

A study on **“The Impact of Employee Retention on Customer Satisfaction in the Nigerian service Organizations”** A Study of Some Selected Hotels in Jos, Plateau state (2014) conducted by Emmanuel Umoru oki the study attempted to determine the extent to which employee retention influences customer satisfaction in the hotel industry in Nigeria. A sample size of 400 employees was selected from twenty hotels. The data were analyzed using simple descriptive stastical method such as percentages, charts, and chi-square test. The results of the study revealed that there is a significant relationship between employee retention and customer satisfaction. 9

Alice Waithiegeni Kibu & Hazel Gahunga & G.S.Namusonge made an empirical study entitled **“Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya”** Empirical Review (2014). The main aim of this study was to review the literature related to the effects of talent management in the retention of employees in state corporations in Kenya. They suggested that talent management should focus more on attracting, selecting, engaging, developing and retaining employees.10

AliChitsaz-Isfahani and Hamidreza Boustani(2014) in their article entitled **“Effects of Talent Management on Employees Retention: The Mediate Effect of Organizational Trust”** examined the effect of Talent management in six dimensions including career management, mentoring, coaching, training, job experience and succession planning on employee retention through organizational trust among staff of Isfahan university in Iran. The results showed that there is a positive relationship



between talent management and dimensions, organizational trust and employee retention among the staffs of Isfahan University.¹¹

Tizazu kassa(2015) conducted a study entitled on **“Employee Motivation and its Effect on Employee Retention in Ambo Mineral Water Factory”**. The sample size of the study was 237 respondents and data was collected through primary & secondary sources. The primary data was analyzed using descriptive, correlation & regression analysis. The results of the study indicated that employees are motivated with reward motivational factors and less motivated with training and development and working environment. The correlation result showed that there is a positive and significant relationship between reward and employee retention, reorganization employee retention, promotion and employee retention, security & employee retention, salaries & employee retention. In the other hand interesting work has a negative and insignificant relationship with employee retention. In addition to this, these motivational factors significantly explained the variations in employee retention.¹²

Bodjrenou Kossmi, Ming, and Bombana kalgora in their **“Study on Determining Factors of Employee Retention”**(2016) identified the factors of employees retention. The study focused on opportunities, compensation, work-life balance, management, work environment, training & development. Thus, the authors concluded that further investigations need to be conducted regarding employee retention in the field of HRM.¹³

Eglal Hafez, Reem Aboueineel and Eahab Elsaid (2017) in their study **“ An exploratory study on study how talent management affects job satisfaction and employee retention in Shams Universit (public university) in Egypt**. A survey on a sample of 105 was taken and data were analyzed by using Cronbach’s, Alpha, Ordinary least squares regressions and Kruskal-Wallis test. It is found in the study that motivating outstanding performance, training and development, job enrichment have a significant impact on job satisfaction and employee retention but have no significant impact on the sample’s demographic variables such as Gender, age, education and experience.¹⁴

Shaheeb Abdul Azeez (2017) made an attempt on **“Human Resource Management Practices and Employee Retention: A Review of Literature”**. The study is descriptive in nature and secondary data have been used in it. The findings indicated that by focusing the factors like leadership, rewards, salary, compensation, training and development, career development, recognition, employee engagement, appraisal system, superior support etc can help to retain the employees for long period. The results revealed that training should be conducted by the HR professionals in order to understand the level and extent of the issue among the human resources of the organizations.¹⁵

Moaz Nagib Gharib, Ahmad taha Kahwaji, and Mohammed Osman Elrasheed (2017) made a study on **“Factors Affecting Staff Retention Strategies Used in Private Syrian Companies during the Crisis”**, For this study, 102 organized surveys were conducted. The collected data were analyzed by using statistical tests as correlation and multiple regression analysis. This study results that training and professional development have no significant impact on staff retention, while other variables reward system, job security and job satisfaction have statistically significant effect on staff retention. The analysis showed that job satisfaction has more effect compare to the rewards systems and job security on staff retention.¹⁶

Shaheeb Abdul Azeez (2017) studied **“The impact of appraisal system, supervisor support and motivation on employee retention: A review of Literature”**. It has been identified from the study that the organizations have to build good supervisor and subordinate relationships, establishing a learning culture, attractive performance appraisal system, motivation and implementing new strategies firms retain the human source. The researcher concluded that there is positive relationship between appraisal system, supervisor support and motivation with employee retention.¹⁷

Research studies at National level

Sunil Ramlall(2003) in his study **“Managing Employee Retention as a Strategies for Increasing Organizational Competitiveness”**. The data was collected by surveys, observations and interviews. The sample size was 78. The author concluded that the owners of the organizations should understand the employee need, career, family, education & community and implement proper effective measures to retain the talent employees.¹⁸

A study entitled **“Does Employee Retention affect Organizational Competence?”** (2011) was made by Hira Fathima. The purpose of this study is to determine the factors that affect employee retention and to analyze the relationship between the factors of employee retention and organization competence. From the study, it is concluded that reward system, career growth & management support decided the employee to staying or leaving the job. So organization must try to implement new HR methods to retain the work force.¹⁹



Roopa and Minu Zachariah(2012) in their paper entitled “ **A Study on Employee Retention Factors Influencing IT Professionals of Indian IT Companies and Multinational Companies In India**”, aimed to examine the reasons for employees leaving the organization, staying back factors, their attitude towards work, work relationships and their prioritized basis expectations from the organizations. The investigators suggested that top management should take measures to control attrition by involving HR Managers. An online feedback was collected various issued like expectations from the organizations, short falls in the organization and others. Organizations should compulsory conduct exit interviews and culture surveys to understand the changing expectations of the work force. The study proved that there was no significance difference in response among the IT professionals in Indian IT and multinational companies in India.20

“**A Study on Employee Retention among Executives At BGR Energy Systems Ltd**”(2012) was made by Akhila and collected a sample of 109 respondents by using descriptive research design. The sampling area is the BGR Energy systems in Chennai. Primary data was collected by using structured questionnaire from various executives working in BGR systems Ltd. Secondary data for the study was collected through journals and various websites. The data collected was analyzed using ANOVA, Rank correlation, weighted average method, regression, chi-square and percentage analysis. The analysis revealed that employees are not satisfied with annual increments provided. Job satisfaction can be improved by improving working conditions. He concluded that departmental wise feedback has to be taken and it helps HR Managers to control the employee retention. HR Department must have aware of employee problems and try to solve them within the time.21

Anant Singh in his study on “**An Analysis of Employee Retention in IT Industry**” (2013) examined the phenomenon of worker retention in the ITES sector in Chandigarh, Mohali and Panchkula in order to develop appropriate strategies to retain the talent. For this descriptive research design has been used to study the answers what, why and how of the different dimensions of the worker retention in the ITES industry. Primary data was collected from HR Managers of the select organizations ITES industry in Chandigarh, Mohali and Panchkula were personally interviewed by administering the standard questionnaire. Secondary data collected by comprehensive review of existing literature i.e, journal, news papers and Books. The researcher concluded that organizations have to give equal importance for monetary and nonmonetary incentives to retain the employees. By providing security at work place organizations can hold female employees. He recommended that organizations adopt variety of effective and suitable worker retention strategies and practices that help retain the employees in ITES sector.22

Suhasini & Naresh Babu attempted on “ **Retention Management: A Strategic Dimension of Indian IT Companies**” (2013). This study was done by using descriptive research method. For this researcher collected feedback by online administering a structured questionnaire for 100. Each questionnaire was measured 5 point scale. The collected data was analyzed by using SPSS. The tools used to analyze the data included factor analysis, weighted average method. The sample size was 100 employees from selected IT Companies. They concluded that organizations should aim to develop new retention policies, adequate pay packages, motivation, effective employee development programs which assist to retain the talent for a long time.23

“**A Study of Employee Retention In the Pharmaceuticals sector In Dehradun City**” was under taken by Deepthi and Somesh Kumar Sukla(2013) to understand the major issues associated with retention of the pharmaceutical employees in Dehradun city. Total 200 questionnaires were distributed in that totally 125 were taken as a sample size. The data was analyzed by using stastical tools. Finally, the authors concluded that growth in pharmaceutical sector created a demand for talented workforce. To retain the employees according to them firms has to implement long term retention strategies and provide a flexible challenging work environment along with employees recognition and rewards.24

“**Employee Retention: A Review of Literature**” was carried out by Bidisha lohkar das & Mukulesh Baruach(2013) The study mainly focused attention on review of literature on the employee retention, tried to identify the factors attributing for employee turnover and also factors affecting employee retention. According to them retaining the employees for long term assist in growth of the organization. This research paper tried level best to reveal the various research works on various area of employee retention & Job satisfaction.25

Balakrishan,Masthan and Chandra made study titled “**Employee Retention Through Employee Engagement- A Case Study at Indian Airport**”(2013). The sample size for research was 185. The data was collected using questionnaire. Quantitative research techniques were used and this study was descriptive in nature. Both primary and secondary were used. Primary data were collected through a questionnaire and secondary data was collected from documentation of all the departments. They found that employee retention can be improved by increasing the level of employee engagement and focusing on few non-financial drivers.26



“**A Study on Impact of Employee Retention in Private Sector Sugar Mills**” was under taken by Atul Mathur & Agrwal (2013). The study focused on private sector sugar mills in India. In this study authors used secondary data collected from various journals & internet and organization reports. The results of this study showed that retention strategies had an impact on employee turnover. Finally the authors have concluded compensation policy, performance appraisal, training & development, feedback from employees controlled the employee retention.27

Shilpa(2013) in her research article titled “**A Study on Reasons of Attrition and Strategies for Employee Retention**”. The data were collected both from primary and secondary sources. A total sample size of 120 and the data analyzed by using mean, chi-square and coefficient of correlation. The research concluded that organizations should try to update and modify retention strategies on job rotation, recreational facilities to control the retention.28

Malar mathi and Malathi(2013) conducted a project titled “**Employer and Employee Perception on Job Attrition in IT Industry: Gap Analysis on contributing factors of attrition in IT Industry**”. The sample size for the study was 500 employees and 50 employers from various IT companies in Chennai. The data were collected by using questionnaire with open ended questions. Mann-whitney U test used for analyzing the data. The researcher concluded that management should identify the causes like work stress, non-adjustability, freedom to upgrade, career hurdle, job imparity and implement innovative H.R.Practises to solve employee problems which are beneficial to organizations to reduce the attrition.29

Sultana Nazia & Bushra Begum(2013) “**Employee Retention Practices in Indian Corporate-A Study of Select MNCs**”.In this the primary data was collected by administering questionnaire to the employees of the selected companies and secondary data collected from books, journals and websites. Data was collected by administering questionnaire that contains 22 questions of which, 18 are closed and five are open end questions. Analysis of data has been done by using the frequencies and ratios and chi-square and ANOVA test are used. Researchers concluded that by giving respect, recognition & rewards Indian MNCs can retain their employees. They also concluded that organizations must take steps to relive the employees from work load by job rotation and work location. It also suggested that by providing recreational activities like yoga can help the employees to manage the stress. By conducting frequent reviews and not blaming the employees for policy errors led to employee retention according to the authors.30

A study on“**Key Talent Engagement & Retention- A case study of Software Industry**” was made by Preethi Rani & Bhanushree Reddy(2014). For this study a sample of 400 respondents were randomly selected. The data for the study was collected through questionnaire, focus group discussions and telephonic discussions. All the questions are rated on a 5 point Likert Scale. The most of the employees felt that supervisors helped them to identify the right goals and support in their achievement. Low compensation, lack of job satisfaction, growth opportunities were major reasons to leave the job. To control these supervisors need to be trained on team management skills. They should become partner with HR to frame the goals. Thus, suggested that employees teams need to be improved by effective communication, work life balance, and providing better opportunities within a company can reduce the retention. Finally the authors informed that the employees are to be given training to perform their duties.31

Godina Krishna Mohan(2014) in his empirical study on “**Turnover Intentions of Indian IT Employees- An Evaluation of Personal Factors**” aimed to study the relationship of a Age, gender, marital status, job satisfaction, organization commitment and work life balance of the employees with employee turnover is assessed. As many as 1500 structured questionnaire were mailed to software employees across the south India. Finally, 550 questionnaire were received and 520 are founded valid for analysis. The data obtained, coded, tabulated and analyzed using SPSS. The study found that there was no significance difference in turnover intentions of gender male and female. It was found that organizations should concentrate more on development of employee commitment by promoting empathy, enhancing emotional attachment with the organization, increasing sense of belongingness and developing pleasure of working with the organization. He concluded that a systematic human resource approach enhances commitment and satisfaction and facilitate employee retention. 32

Vidya Sunil Kadam and Thakar(2014) conducted a study on “**Employee Retention –A Real Time Challenge In Work Environment**” for this primary data was collected through discussions, personal interviews of the persons by questionnaire. The authors visited the firms &collected data using structured questionnaire. Secondary data was collected from the various journal books published & organizations annual reports and research papers. The sample size was 100, collected from software employees in Pune. The data analyzed by using simple statistical tools like percentages, chi-square test etc. It is found from the study that high attrition rates have negative effects on the profitability. To reduce the attrition senior management meet the employees discus reasons for leaving. Provide advancement opportunities to promote employee loyalty. H.R.Managers should explain roles and responsibilities clearly. Finally this paper concludes that by implementing innovation retention strategies properly that help the organization to understand the employee needs.33



Janani in her paper on **“Employee Turnover: Present Scenarion of Indian IT Industry”** (2014) examined the factors influencing employee turnover and how to control employee turnover in Indian IT Industry. The study was conducted based on secondary data .It was found in the study that reasons for switching over to other companies are compensation, no career objectives, opportunities for learning & development, dissatisfaction with superiors, work pressure, organization climate, and recognition & personnel reasons. To reduce this keep employee happy, provide growth opportunities and communicate to the employees. At the time of recruiting select right kind of people and provide effective training techniques that can help the firms to reduce the attrition. The study revealed that in India most of the top IT companies are facing employee turnover. It is noticed there was a high demand for experienced, qualified employees. If they switch over to other they will be paid more. IT companies should be alert and frame new strategies to reduce attrition rate.³⁴

“ Mita Metha, Aarti Kurbetti and Raveneeta Dhankhan(2014) in their review paper **“Study On Employee Retention and Commitment”**. The main purpose of this research was to review the findings of research papers to know the factors that impact employee commitment and retention in a work environment. The researchers are of the opinion in order to face the competition in the job market organizations are according top priority to retain their best employees and make all possible steps to commit the employees towards the organization. ³⁵

Vidya Sunil Kadam and Thankar(2014) made a research attempt on titled **“A Study of Attrition in IT Industries in Pune”**. The primary data was collected directly by interacting with the IT employees in Pune by a structured questionnaire. Secondary data was collected from magazines, Journals and the internet. The sample size was 100 and data was analyzed by using simple statistical tools like tabulation, percentage, chi-squire test and correlation coefficient. They concluded that attrition rate is high between in the age group of 24-28 by giving importance to employee career, job growth family organizations can reduce employee attrition.³⁶

Mohan and Muthuswamy (2015) conducted an empirical study on **“A Study on Employee Retention in BPO Sector with special reference to Coimbatore city”**. The study was made collecting data from 150 respondents through questionnaire, Convenient sampling method was followed for identifying respondents. The data was analyzed by using Percentages analysis, point analysis, rank correlation and chi-squire techniques. It was found from the study that majority of the respondents preferred to join BPO sector because of attractive life style and stated the main reason to leave the sector was because of too much criticism in the work place. Majority of the respondents also stated that they are dissatisfied with the leave facilities provided by the organization. Finally, they suggested that the company should try to hold back the employees by providing them extra benefits which made them to live high standard of living.³⁷

Bharathi(2015) made a study on**“Attrition and Retention the Real Challenge-“A study with special reference to IT and ITES organizations in Bangalore”**. The study was done by collecting the data from 456 (IT & ITES) employees. All the employees were from IT & ITES companies in Bangalore city. Primary data was collected by using structured questionnaire. For this purpose survey method was used. Secondary data was gathered from periodicals, World Wide Web, and company reports. The data was analysed by using statistical tool like percentages, means, standard deviation, structured equation modeling, t-test, chi-squire and ANOVA test. The researcher concluded that flexibility in work, time, communication flow in the company, monitoring, career advancement, job security, job assignments require greatest attention for improvement. This study provides some suggestions to HR Managers to change their retention strategies.³⁸

Bidyut Bijoya Neog and Mukulesh Barus in their study entitled **“Factors Affecting Employee’s Retention in Automobile Service Workshops of Assam: An Empirical Study”** was aimed to study relationships in between job security and employee retention, job satisfaction and employee retention, work life balance and employee retention and compensation with employee retention in the automobile service workshops. The data was collected with the help of a well structured questionnaire from 100 respondents by visiting the authorized service workshops of ten automobile manufactures. Data was analyzed by Pearson’s correlation and ANOVA test using SPSS Software. It was found that job security is the most important factor for retaining employees in the automobile service workshops of Assam. It includes other factors that flexible work schedules, childcare, maternal leave, fair performance appraised, promotional based on performance can help to retain the employees. The study also revealed that healthy supervisor relationship, improving infrastructure facilities, salaries, and canteen facilities will assist to hold the employees. According to them exit interviews with management enables to understand the problems and expectations of the employees. ³⁹

Vijayalatha(2015) in her study **“A Study on Employee Retention Among Software Industry In Chennai”** endeavored to study the factors like salary, superior-subordinate relationship, growth opportunities, facilities, policies and procedures, recognition, appreciation, suggestions by which it helps to know the attrition level in the organizations and factors that

motivate to retain them. The descriptive research design was used for the research. The researcher collected data from 130 respondents from software industry. The primary data were collected through questionnaire followed by the discussions with management and employees of software industry in Chennai. The statistical tools used for the analysis of data are tables with percentages, t-test and Analysis of Variance(ANOVA). Based on the findings it is suggested that organizations should concentrate more on employees to retain them for a long run rather than the profits. This study identified that lack of growth opportunities, salary and stress are the important factors employees to shift their jobs. This study also revealed that by adopting new innovative technologies & effective training programs helped the organizations to retain the talented employees.⁴⁰

Neeraja Aswale & Owais Talib(2015) in their study “**An Analysis of Employee Retention Initiatives Taken By Fiat India Automotive Pvt Ltd**” mainly focused on the retention initiatives with respect to automobile industry. Specifically, the study stressed more about the general practices adopted like talent management, organizational development, training, rewards and recognition and hired processes. The primary data was collected from HR Managers of the Fiat and personally interviewed to study different dimensions of employee retention initiatives are taken. Secondary data collected from the existing literature, journals and internet. This article presents the initiatives like training & development programs, employee bonding programme, skills recognition, communication, compensation, exit interviews, grievance redresses, performance management system, and employee motivation taken by the fiat company. The study concluded that fiat organization adopted best employee retention practices. But also there was a attrition in fiat company. The main reasons according to them were market condition and location. Most of the fiat organizations located outside the city area. This is also found to be one of the main factors attributing for attrition.⁴¹

Shyama sunder and Kasinathan conducted a “**Study on Efficacy of Employee Retention Strategies in IT industries – A Lucrative side of Business**” (2015). The objective of the study was to examine the best practices in IT industries to retain employees. The required data was collected from the employees of the IT companies in Chennai with the help of a questionnaire administered among a sample of 110 employees chosen based on convenience sampling. It can be inferred from the study that the motivation is one of the important factors to save the employees. This is because of the fact that the motivated employees come out with new ways of doing jobs. In this reward particularly money is a motivator according to need-based and process of retention. Finally, there is a positive correlation between rewards & recognition and retention. ⁴²

Indu Bhusan lal, Vibhawendra pathak and Shivakant Kumar(2015) made a study on “**Job satisfaction in Software Industry-Myths and Realities**” the authors highlighted the employees of software industry need mental peace and satisfaction in their job. If they do not satisfied they cannot perform well. Finally job satisfaction can reduce cost, effort, time and can improve productivity and output. Emphasis has to be given on the factor that would reduce the level of discontent among the employees and would enhance the satisfaction level.⁴³

A research work entitled “**Employee Retention Strategies- An Empirical Research** “ was made by Balaji Mathimasran and Ananda Kumar (2017) on empirical research on employee retention strategies. The study was conducted in the Yacoo Pharma Pondichery. The data was collected using questionnaire from 100 respondents and the statistical tools used for analyzing the data include percentage method, mean, standard deviation, correlation, chi-square and weighted average. It is found from the study that employees are not satisfied with recognition, remuneration, workload and performance appraisal provided by the organizations. They suggested that intrinsic and extrinsic motivational variables that can enhance retention and reduce the employee turnover in various organizations.⁴⁴

Munish and Rachana Agarwal(2017) made an attempt on “**Employee Engagement & Retention: A Review of Literature**. The study revealed that management needs to know and understand the perception of employee’s preferences and this can change rapidly. By applying new and competent strategies like reputation, values, ethics, clear paths to advancements, ongoing training and education and by offering right benefits the firms can retain their employees.⁴⁵

Chandra sekha(2017) made a “**study on Employee Retention with Special reference to wewin Garments in Tirupur**”. The researcher used stratified Random Method to collect data. The sample size was 150 out of 400 employees. By using percentage analysis and chi-squire test data have been used. It is inferred from the study that employees leave their jobs because they do not like their boss and they do not feel they are being developed or given adequate opportunities.⁴⁶

Conclusion

It is evident from the literature reviewed above that the research studies are carried out on employee retention both at international and national level. More specifically, studies are conducted both at industrial sector and service sector. However, the research studies are found less in the software sector. As the service sector is growing phenomenally across

the globe and more so IT and ITES companies are emerging in the corporate sector and they are likely to be expanded more in the future. Hence, the studies reviewed on the employee retention will help the corporate giants in framing HR policies to attract the talented work force and retain the existing trained employees to achieve the corporate excellence in the competitive business world.

References

- 1 ("Employee retention and turnover: Using motivational variables as panacea" O.Samuel and Crispen Chipunza African Journal of Business Management Vol-3, PP-410-415 Sep-2009, ISSN-1993-8233)
- 2 (Dr.M.Safdar Rehman "An Empirical Study of Public Sector Organization of Pakistan".Global Journal(USA) Vol-12, Issue 1, Jan 2012, ISSN:2249-4588)
- 3 (Motivational Factors of Employee Retention and Engagement in Organizations, Benjamin Balbuena Agguenza & Ahammed Puad Matsam, www.managementjournal.info ISSN-2279-3369 DeC-2012)
- 4 (A Qualitative Study on Causes and Effects of Employees Turnover in the Private Sector in Malaysia". Ananth Raj.A. Middle East Journal of scientific Research, 2013, ISSN-1990-9233)
- 5 ("Effects of Job stress on Employee Retention: A Study Banking Sector of Pakistan" Asim Masood, IJSRP Vol-3, Issue-9-SEO-2013, ISSN -2250-3153)
- 6 (Effects of Talent Management on Employee Retention: The mediate of organizational Trust By Ali Chitsaz-Isfahani & HamidReza Boustani IJAREMS Sep-2014, vol-3 No-5 ISSN :2226-3624)
- 7 "The Impact of Reward on Job Satisfaction and Employee Retention" Sharon Ravimbo Terera(2014) Mediterranean Journal of social sciences, ISSN-2039-9340, Vol-5 E-ISSN-2039-2117)
- 8 "An Empirical Study of Turnover Intentions in call centre Industry of Pakistan, Muhammed Aamir Shafique Khan & Jiqnguo du Journal of Human Resource and sustainability studies, <http://dx.doi.org/10.4236/jhrss.2014.24021>)
- 9 ("The Impact of Employee Retention on Customer Satisfaction in the Nigerian service Organizations" (A Study of Some Selected Hotels in Jos, Plateau state) 2014.IJSMR Vol-2, ISSUE-9, OCT-2014, PP-140-154, ISSN-2349-0330)
- 10 "Role of Talent Management on Employees Retention in Kenya: A Survey of State Corporations in Kenya" Empirical Review, Alice Waithiegeni Kibu & Hazel Gahunga & G.S.Namusonge, IJSR ISSN-2319-7064, Vol-03, Issue-2, Feb-2014)
- 11 ("Effects of Talent Management on Employees Retention: The Mediate Effect of Organizational Trust" By AliChitsaz-Isfahani and Hamidreza Boustani Issn-2226-3624 Vol-3, Sep-2014 Pp-114 www.hrmar.com)
- 12 (Tizazu Kassa., "Employee Motivation and its Effect on Employee Retention in Ambo Mineral Water Factory". Vol-3, Issued 3, March 2015 www.ijarcsms.com ISSN No-2321782)
- 13 ("Study on Determining Factors of Employee Retention", Bodjrenou Kossmi, Ming, Bombana kalgora, <http://dx.doi.org/10.4236/jss.2016.45029>, Vol-4, PP-261-268)
- 14 ("An Exploratory Study on How Talent Management Affects Employee Retention and Job Satisfaction for Personnel Administration in a in Shams Universtiy" Eglal Hafez, Reem Aboueineel and Eahab Elsaid, Journal of Management Strategy, Vol-08, 2017)
- 15 ("Human Resource Management Practices and Employee Retention:A Review of Literature" Shaheeb Abdul Azeez ,Journal of Economics, Management and Trade, Issn-2278-098X, June-2017, Pp-8)
- 16 (Shaheeb Abdul AZEEZ(2017) "The impact of appraisal system, supervisor support and motivation on employeee retention: A review of Literature" , International Journal of commerce and Management Research, Issn-2455-1627, Vol-3, Issue-7, www.managejournal.com, July-2017, Pp-37-42)
- 17 (Moaz Nagib Gharib, Ahmad taha Kahwaji, Mohammed Osman Elrasheed(2017) "Factors Affecting Staff RetentionStrategies Used in Private Syrian Companies during the Crisis", International Review of Management and Marketing, Issn-2146-4405, Vol-07, www.econjournals.com, Pp-202-206)
- 18 ("Managing Employee Retention as a Strategies for Increasing Organizational Competitiveness" Sunil Ramlall, Applied HRM Research, 2003, Vol-8, NO-2, PP-63-72)
- 19 (Does Employee Retention affect Organizational Competence? By Hira Fatima,www.iiste.org Vol-1, 2011 ISSN-2224-6096)
- 20 ("A Study on Employee Retention Factors Influencing IT Professionals of Indian IT Companies and Multinational Companies In India" Dr.Roopa & Minu Zachariah IJCRB VOL-4 NO-7, Nov-2012)
- 21 (A Study on Employee Retention Among Executives At BGR Energy Systems Ltd Dr R.Akhila IRJC Vol-1 Issue-9, Sep-2012, ISSN 2277 3622)
- 22 (" Employee Retention Practices in Indian Corporate-A Study of Select MNCs" Sultana Nazia & Bushra Begum IJEMS Vol-4 2013, 361-368, ISSN-2229-600X)



- 23 (“Retention Management: A Strategic Dimension of Indian IT Companies” N.Suhasini & T.Naresh Babu IJMSSR Vol-2, Feb-2013 ISSN-2319-4421)
- 24 (“A Study of Employee Retention In the Pharmaceuticals sector In Dehradun City”Ms.Deepti & Dr. Somesh Kumar Sukla IJEPR Vol-02, Issue-1, Jan-2013, PP-30-39)
- 25 (“Employee Retention: A Review of Literature”, Bidisha lohkar das & Mukulesh Baruach IOSR-JBM, E-ISSN-2278-487X, P-ISSN-2319-7668 Vol-14, Dec-2013, PP-8-16)
- 26 (“Employee Retention Through Employee Engagement- A Case Study at Indian Airport”. Balakrishnan & Masthan & Chandra IJBMI ISSN (Online)-2319-8028, ISSN (P)-2319-801X, Vol-2, Issue-8, Aug-2013 PP-09-16)
- 27 (“ A Study on Impact of Employee Retention in Private Sector Sugar Mills”, Atul Mathur & Agrwal, IJERMT Jan-2013, ISSN- 2278-9359)
- 28 (“A Study on Reasons of Attrition and Strategies for Employee Retention”. N.Shilpa www.ijera.com ISSN-2248-9622 Vol-5, Issue-12 Dec-2015 PP-57-60)
- 29 (“Employer and Employee Perception on Job Attrition in IT Industry: Gap Analysis on contributing factors of attrition in IT Industry”, Dr.Malar mathi & Malathi , IJEMR, Mar-213, Vol-3, Issue-3, ISSN-2249-8672)
- 30 (“ Employee Retention Practices in Indian Corporate-A Study of Select MNCs” Sultana Nazia & Bushra Begum IJEMS Vol-4 2013, 361-368, ISSN-2229-600X)
- 31 (Preethi Rani & Bhanushree Reddy “Key Talent Engagement & Retention- A case study of Software Industry” Published by Canadian center of science education Dec 2014 vol 1 <http://dx.doi.org/10.5539/ass.v11n3p188>)
- 32 (“Turnover Intentions of Indian IT Employees- An Evaluation of Personal Factors” by Dr.Godina Krishna Mohan., IJHRMR ISSN-2249-7986 Vol-4 , Issue-1, Feb-2014, PP-15-20)
- 33 (Employee Retention – “A Real Time Challenge In Work Environment “Vidya Sunil Kadam and H.M.Thakar www.ror.isri.org vol-3 Issue-12 Sep 2014 ISSN-2249-894X)
- 34 (“Employee Turnover: Present Scenarion of Indian IT Industry” Ms.S.Janani IJAR Vol-4, Issue-3 Mar-2014 ISSN-2249-555X)
- 35 (Review Paper: Study On Employee Retention and Commitment “ Dr.Mita Metha, Aarti Kurbetti, Raveneeta Dhankhan. www.ijarcms.com ISSN-2321-7782, Vol-2, Feb-2014)
- 36 (“A Study of Attrition in IT Industries in Pune”. Vidya sunil kadam & Dr. H.M.Thankar, International Journal of advanced research(2014), ISSN-2320-5407, Vol-02, Issue-3, PP-650-656)
- 37 (S.Mohan & Dr.P.R.Muthuswamy ““A Study on Employee Retention in BPO Sector with special reference to Coimbatore city” ISSN(Online):2347-1697 IJIFR VOL-2. Issued-6, Feb-2015 page no-1609-1615)
- 38 (N.Bharathi, Dr.P.Paramashivaiah “Attrition and Retention the Real Challenge-“A study with special reference to IT and ITES organizations in Bangalore”. Vol-04, Issue-2, Feb-2015, IJIRSET)
- 39 (“Factors Affecting Employee’s Retention in Automobile Service Workshops of Assam: An Empirical Study”., Preethi Rani & Bhanushree Reddy, IFBM Vol-03, No-1, Jan -2015)
- 40 (“A STUDY ON EMPLOYEE RETENTION AMONG SOFTWARE INDUSTRY IN CHENNAI” S.Vijayalatha. Vol-04, NO-1, Mar-2015 ISSN-2319-9016 IJITCS)
- 41 (“An Analysis of Employee Retention Initiatives Taken By Fiat India Automotive Pvt Ltd”. Dr.Owais Talib & Ms.Neerja Aswale ASM’S International Journal ongoing Research in Management E-ISSN-2320-0065 INCON 2015)
- 42 (“A Study on Efficacy of Employee Retention Strategies in IT industries – A Lucrative side of Business” By Shyama sunder and Kasinathan, IJBARR E-ISSN-2347-856X, ISSN-2348-0653 Dec 2015)
- 43 (Indu Bhusan lal, vibhawebendra pathak and shivakant kumar(May 2015) “A study of Job satisfaction in Software Industry-Myths and Realities”International Journal of Emerging Research in Management and Technooogy vol-4, Issue-5, Issn-2278-9359)
- 44 (“Employee Retention Strategies- An Empirical Research By-Balaji Mathimaran and Ananda kumar Issn-0975-5853 Vol-17 Global Journal of Management and Business Research, 2017)
- 45 (“Employee Engagement & Retention: A Review of Literature” Munish and Rachana Agarwal, International Journal of BRIC Business Research, Vol-6, Feb-2017 Pp-14)
- 46 (“study on Employee Retention with Special reference to wewin Garments in Tirupur”Issn-2321-7782, e-Issn-A4372-3114, International Journal of Advancement Research in Computer Science and Management Studies, www.ijarcms.com, Vol-5, Issue-11, Nov-2017).