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Conceptual Research on Employee Retention Leverage Strategies

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Introduction

Human capital is one of an organization's most significant resources because it is through human effort that modern marvels may be achieved. The development of civilization is a prime illustration of how the intelligent and physical prowess of the human race can be put to good use. As a result, the management and utilization of human power (also known as "man power") becomes inevitable, as it is regarded as a resource. Human resource management (HRM) is a systematic and strategic method to managing an organization's most valuable resource: the people who work there and who, individually and collectively, help the company achieve its goals. Human resource management, or HRM for short, is a field of study and a set of practices used by businesses of all sizes to attract and retain the most talented employees possible by maximizing their potential and minimizing wasted effort. This study is based on the author's internship at a real estate firm in Chennai, the commercial city of the Indian state of Tamil Nadu. As part of an academic internship, the study was done with the human resources department of the aforementioned organization over the course of three months. The company's identity has been concealed at management's request. The workforce was analyzed, and the following conclusion was formed, per the organization's direction to collaborate with the human resources department in analyzing the continual growth in voluntary labor turnover in the company. The research took place at a private real estate firm with a total of 100 personnel spread over four divisions (Finance, Marketing, Human Resources, and IT).

Measuring Employee Turnover

Turnover is the rate at which employees depart an organization, typically stated as a percentage of the total workforce and typically measured on a yearly basis (CIPD UK, 2013). Widespread attrition occurs all around the world, and it's a problem at an era when job-hopping, high turnover, and a lack of employee commitment are widespread problems in every industry.

Companies may fight tooth and nail to keep their employees, but it's a given that they don't give a hoot about employee satisfaction or loyalty. Managers can better gauge employees' propensity to remain with the company by assessing their level of loyalty to the company, commitment to the organization, and happiness with current working conditions.

One popular method of gauging employee turnover is the Price-Mueller model, which takes into account a wide range of staff and organizational factors in addition to salary when calculating an employee's level of satisfaction with their job. Involuntary employee turnover refers to the departure of an employee from their position for reasons

other than their own choosing. However, Price and Mueller (1986) define voluntary turnover as the departure of an individual from an organization at his or her own volition.

Having a positive working relationship with management can increase productivity and decrease employee turnover. **Three Cs** are inevitable.

The three Cs proposed by the present study are:

- Communication
- Co-ordination
- Co-operation

Observations and Suggestions

It was determined to conduct an analysis of the workforce through conversation and questioning after talking to different members of staff and identifying a persistent problem (the three Cs).

The following recommendations were made to the organization in light of the urgent requirement to put the labor to use:

- Changing how human resources operates so that they may capitalize on employee enthusiasm and commitment.

Finding the best personnel through strategic recruitment; Conducting regular performance reviews; Psychological testing as a tool for career guidance and staff retention

Improving the HR Department's Approach to Leverage Satisfaction and Loyalty

The relationship between employee pleasure and loyalty is fairly close. Productivity, earnings, satisfied customers, and loyal employees are all directly tied to how happy the workforce is. The mindset of workers should be monitored closely to gauge performance rather than their actions.

5 Steps to Gauge Employee Satisfaction

1. Energy: High energy level in the work place means it is filled with happy employees.
2. Smile: This is the most obvious indication of the employees' satisfaction and their commitment to the organisation's goals. The lack of a smile and agitations are clear signals of unhappiness with the company, be it the individual's job or the work environment.
3. Banter: Banter roughly includes lunchroom conversations and general gossip can help the HR department understand who gravitate together out of common interests and what is being discussed to pinpoint the levels of satisfaction within the organization.
4. Willing to take extra: This means the employees are happy with their jobs and do not mind taking extra loads to help the organisation reach its goals.
5. Faithfulness to deadlines: Commitment is all about adhering to deadlines when a job is executed with enthusiasm. Lack of motivation coupled with lethargy means that the work is viewed as a burden and not as fun.

Employee loyalty can be measured by,

- **Loyalty litmus test** is a measurement of employee turnover and average length of service. If turnover is on the rise, loyalty levels are low and vice versa. Comparing them to industry average gives a good idea of attrition probabilities.
- **Staff attendance and compliance with company policy** are indications of employees' confidence in their leaders in the organisation and when this reduces the employees are most likely to seek other jobs

Recruitment, Performance Appraisal and Career Planning through Effective Methods

To wholly benefit from the employee prowess, recruiting the right kind of people is needed. The recruitment of employees must not lead to loss of talented employees or hiring of people with different skills that do not serve

the organisation's needs due to lack of systemised and organised recruitment programs.

Employees and managers should meet formally to discuss and set goals, responsibilities and performance expectations. A critical activity during this step is to align every individual with the organization's missions, values, and strategies. This provides clarity to both the parties by clarifying expectations and goals. Performance appraisals are effective tools to encourage the workforce to aim higher with the promise of a fruitful career with the organisation that cares for the employees' welfare.

In order to facilitate the employees' substantial growth, managers and employees need to have coaching sessions and refresher courses on a routine basis. Employees can be updated with the latest technology and honed during such sessions. Managers shall give positive feedback to employees who deserve recognition for outstanding performance.

Managers shall also identify performance problems, diagnose the cause of problems, and agree with employees on the steps to be taken to solve these problems. These coaching sessions help to increase and strengthen the communication between employees, their managers, and the organization.

Conclusion & Suggestions

The company provides psychological counseling to aid in performance enhancement and stress reduction. Various workers require various approaches. Workplace improvement strategies are to be created. Employee morale can be boosted by providing them with work that is both difficult and rewarding, allowing them to put their skills to good use while also giving them a sense of autonomy and security in their employment. Legitimate feedback, attentiveness to employee issues, and management's prioritization of workers' interests are all ways to boost morale and dedication on the job. Although many companies use psychometric tests in the hiring process, these evaluations have come under fire for simplifying what is actually a complex set of personality traits (Freedman, 2010). However, once personnel have been hired, psychometric tests can be used to get insight into their unique approaches to learning and problem-solving. Employees and their employers can benefit greatly from using such assessments to classify workers into groups and then use that information to tailor training and motivation in subsequent phases of employment. Because it reveals how best to approach and teach employees, psychometric analysis can aid in raising productivity in the workplace.