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A Conceptual Framework of HR Policies on Employee Retention

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ABSTRACT: -

Employee Retention is a primary concern for HR professionals around the world it is a challenging concern of the organization. The word retention means holding the human resource. The study stressed on Employee retention and Policies that will have subsequent impact on employee retention. In order to respond to employees' complex and irregular workplace challenges and to reduce employee turnover rates, HR rules are crucial. Given the time lag and significant costs associated with acquiring new staff, employee retention is arguably important. Businesses also have a stake in keeping talented workers who give their all to the company. Employees will be encouraged to increase their performance and productivity by human resource policy. Human capital can then be motivated through employee retention strategies which involves employee development or compensation strategies. Implementing HRM practices within the company aids in maintaining employee motivation and a positive outlook on their jobs, which lowers employee turnover and increases the retention of talented and motivated workers within the company.

Keywords: - HRM Policies, Employee Retention, Motivated Employees.

Introduction: -

Employees today have a plethora of excellent opportunities. They will always look for another job if they are unsatisfied or dissatisfied with their current company or job. Employees would leave if these unpleasant feelings become too overwhelming. If employees feel a sense of accomplishment and belonging as a result of a healthy work environment, the firm will have satisfied and dependable employees who will contribute to its growth. Employees are the vital part of an organization especially experienced, skilled, and expert employees. Employee retention refers to the various programmes and methods that an organisation uses in the long run to keep employees in the organisation. Likewise human resource management is crucial to the success of any firm. HRM is vital in organization because it helps managers manage human resources and develop retention tactics. HR policies and strategies entails taking intentional steps to keep employees engaged and focused so they choose to stay on the job and contribute fully to the company's success. A solid staff retention programme can enable you in retaining and attracting key employees while also reducing attrition and its associated costs. All of these factors influence an organization's productivity and overall success. It is more cost effective to keep a good employee than to hire, train, and orient a new one of the same calibre. Employee satisfaction levels in a business contribute to lower turnover and increased employee loyalty.

Organizations can aim to retain their personnel in a variety of methods, all of which fall under the category of human resource management strategies. Employee retention techniques include employee training and development, employee empowerment, performance appraisal, salary, and perceived supervisor support, among others. The study will provide a better knowledge of HR tactics and strategies that can aid in employee retention.

The aim of this research was to identify the human resource policies that can have impact on employee retention furthermore to study various strategies which can adopted for retaining employee and are effective for employee turnover reducing.

Literature Review

Salman Bashir Memon et al (2010) emphasized that growing economic, increasing competitive market and globalization are vital important for attracting and retaining the skilled labours and employee for growth and development. He concluded that HBL employees are not satisfied with the recognition given to them and even they do not any freedom to take any independent action when needed. HBL had failed in applying the HR policies and retaining the employee as they are moving ahead for searching the new opportunities.

Iveta Ozolina-Ozola (2014) explained that Human Resource Management practices are very effective for reducing employee turnover. According to the expert survey conducted in Latvian organization to see the effectiveness of HR policies on employee turnover the author found out they needs more

improvement in implementing HR practices. The organization also need to verify the potential of Human Resource management and how it will help in reducing the employee turnover.

Sonia Singh et al (2015) Research evidence shows that HR research is inspired by western models, and lacks an indigenous perspective. The review of literature on HRM practices has revealed that almost all of the work done is in relevancy organizational strategy. Within the war for talent, companies implement alternative channels like quarterly promotions to realize, train and retain the workforce with in-demand skills. There should vary retaining tools/programs for workers with different skills and responsibilities. Recognising employee performance through salary hikes and fascinating people at work is considered to be an efficient retention strategy within the current job environment. However, beyond competitive salaries, employee retention strategies have to promote a merit-based culture, provide interesting job content and better career progression opportunities.

S.Tephillah Vasantham (2016) established that to maintain the working environment in the organization supporting the employee and their support is very important for both the survival of the organization and retention of the employee. HR should practice implementing suitable reward and recognition strategies, recognize the skilled employee, manage layoff and motivate them which will leads the organization towards success and retention of employee for long term.

Dr.M.S.R.Sesha Giri et al (2018) concluded that attrition is the buzz word in today's scenario for organization as retention of employee has become a challenging task. Author also conveys that if organization want to be successful and survive for long –term retention of employee is very important. Author also concluded that many companies usually face the problem for retaining the employee and organization should try to retain the productive and experienced employee and following proper HR practices for organizations overall success.

Dr.J.Krithika et al (2018) concluded having proper strategies for retaining the employees is very important for the organization. Researcher also shares the employees perception about 'employee turnover' is not only reason for the staff to leave the company but there are other factors which needs to be considered as giving respect, growth and promotion. These significant HR practices will lead to employee engagement and retention and also make the organization more competitive.

Madhavi Lakshmi et al (2020) in her paper tries to tell how Human Resource Policies have an impact on the employee performance and behaviour and are also helpful in retaining them. The researcher also found out that though there are various HR policies but not all of them are helpful in motivating and retaining the employees only few policies like communication policy, mediclaim policy, welfare policy and few more are only helpful in retaining the employee in the organizations. So in this paper the researcher analysed different HR policies and their impact on retaining the employee in the company.

Eiman Malik et al (2020) concluded how retaining employees in the organizations are very important especially when it comes to the skilled, knowledgeable and competent employee who helps the organization to face the competition. Researcher also suggested that the HR policies and strategies have significant effect on employee retention if proper care taken by the supervisor. He also suggested that to retain the employee and to meet the emerging trends and enhancing organizational performance organization should apply HRM practices.

Nosaiba sultana at el (2020) concluded that retention of skilled and productive employee is crucial task for HR team as it cost effective and consume time for hiring the employees. Employer should do their best in retaining the best employee and due to global market there are ample of opportunities available due to which employees can easily go for better option. Author also concluded that HR professionals should always try to implement HR practices like rewards based performance, listening to them, assisting in career advancement and many more which will help the organization to keep the employees motivated, dedicated and stay with the organization for long period of time. Giving proper feedback, flexible work time, financial benefits compensation etc. will also add in gaining the trust and confidence of the employee which ultimately help the HR to retain the employee with the organization and no turnover.

Reasons Why Employee leave the organization

Employee turnover can be the major issue for the organization to deal with. Research states that, there are various reasons why employee leave the organization. It can be happen out of frustration and conflict with the heads or other team members. There are several other reasons as well for employee turnover like difficulties in implementing HR policies and practices, low salary, less motivation, no growth, disrespect and many more can lead the employee to look for new opportunities. It is the accountability of Organization along with the Human Resource Management to maintenance the amiable relation with the employee and try to keep them satisfied with their roles and responsibilities and the job is contribution them a new challenge and learning every day.

By conducting exit interview or through questionnaires which is the best technique to identify the motives behind the employee leaving the organization? The data collected from the exit interview will help the organization to have a clear vision about the reason why the employees are parting from the company. Qualitative and quantitative information on the reasons (for example compensation, work environment, communication, training and development, and relationships with supervisors and peers) should be asked during the exit interview or in the question form. It will also help to know which organisation they're planning to join so we can see if there are any trends in the type of work they're looking for. The information gathered will assist the superior in making future decisions.

Studies have shown that there are several reasons which lead the employee to switch over to some better place due to various reasons: -

- **Employee dissatisfaction:** - Few organizations are still following the traditional methods of monitoring the performance of the employees or for giving them promotions or monetary benefits because of which the employees who are more capable feels dissatisfied with the culture of the organization which makes them to think on switching to other organization.
- **Better Alternatives:** - The employees who enjoys challenging task and competitiveness usually get bore if there are not challenges in their work. They typically don't adore the traditional type of work which takes them to find better alternative.
- **A planned change:** - It is not always that employee leaves the organization due to dissatisfaction. Sometime employee may have a predetermined plan to quit due to their personal choices like further education, family, job advancement. Retentions can be reduced by introducing some family-related plans, more generous parental leave and family-friendly policies may help reduce the impact.
- **Negative Experience:** - Employee can sometimes because of their negative experience with the organization may leave. This can be due to experiencing difficulties with a supervisor, being passed over for a promotion, work related issue, harassment, bullying, or unfair and inconsistent treatment) etc.

Employee Involvement- One of the Important Factors in Retention

Various studies have showed how high employee's involvement can relate to the intention of leaving a corporation. Lack of opportunities to find out and self-development in the workplace will be the key for employee dissatisfaction which ends up in turnover. Other studies also indicated that employees will retain in their organization if he or she features a good relationship with the people he or she is functioning around with. Organizations are therefore suggested to produce team building opportunities, where interaction and discussion can be applied not only within but outside their working hours. The success and survivability of organizations is heavily enthusiastic about customer evaluations, whereby the organization must put effort in satisfying their employees since the link between customer satisfaction and employee's satisfaction are significant.

Studies have identified an array of things that influence employee retention. It is observed that previous studies have found that employee intentions to stay with a corporation are influenced by three major groups of variable which are: employee personal characteristics like gender, age, position level; the nature of an employee's current job; and adequate working arrangements including such aspects because the quality of current supervision, opportunities for promotion, available training, and quality of communication within the organization. Established that younger employees focused on training and development, growth opportunities, career advancement, remuneration, challenging work and recognition. For older employees autonomy, opportunities to mentor and job challenge were of great importance. Organization should make a note that retention of employee is not only the responsibility of HR personnel's but it is equally depend upon both the Organizational and Human Resource behaviour towards the employee how they combine put efforts for reducing employee turnover.

The Impact of Employee Retention in an Organization's Overall Performance

Impact of Employee Retention on Performance of an organization explains that Employee retention have two different aspects one is that when employee feel retain within the company for very long time then he didn't work properly and be happy from duty, didn't work and also involve in other different delay activities so employee retention is also a nasty aspect and within the other hand employee retention may be a good thing when one employee retain within the firm and got different benefits from the corporate and also got the bonuses, adulthood benefits from the company then employee is doing everything for the corporate. Effective employee retention can save a corporation from productivity losses. High-retention workplaces tend to use more engaged workers who, in turn, get more done. Engaged employees are more likely to boost customer relationships, and teams that have had time to coalesce also tend to be more productive.

The objective of the Employee Retention Strategy is to extend the attention, tools and data available to employers to help them in employee retention. Retention starts at the highest. Sourcing, hiring and retaining motivated employees is that the responsibility of the company's board and Leadership Team. Accomplishment and possession of good staff demands focused, formal and informal policies and procedures that make retention a main management outcome. Managers must appreciate staff a day and constantly work to stay them on board. The HR department alone cannot reduce turnover. For significant, positive change, company leaders must establish distinct retention processes and programs within all levels of a corporation. After finding the right people, it's management's primary role to require responsibility for the success of their workforces including prominent people towards performance goals and targets.

HR Strategies for Employee Retention

Get the Head Start: - F.W.TAYLOR anticipated that, "Right person for a right job". Similarly, appointing the candidate, in interview don't ask about theories, beyond that ask more about their ambition, which things encourages them, if their weakness affects their work, how they resolve it. It gave a plan, about their passion whether or not they're going to fit within the organization or not. Then will recruit the foremost effective and forget the rest. By this, without spending longer, organization knew the thanks to retain the worker.

Open Door, Literally and Figuratively: - within the current age, employees don't discuss their obligations and data in an open conversation. Here, many organization conduct this, it giving the liberty of communicate with management for employee. After this, a corporation will give attention to employee and implement some action in favour of employee.

Implement A Health Benefits Program: - This Program is that the main strategies to retaining the worker quickly. Organization must allow the worker to being healthy always. They're going to consider on employee's health conditions to allocate any targets and works. Some organization will gives insurance and allowance for his or her employee.

Earn Trust Of Employee: - a company can gain the trust of an employee, and so the worker will give more production and finish their work effectively. The foremost important thing is to analysis an employees are their trust within the organization and not with the organization's assumptions. When the organization wants to, retain their employee for a protracted period of your time. The foremost important quality they need to follow is trust.

Give Them A proper Resources: - For a real-time environment, top management has to assign the goal to employee before that, they might consider about the resource availability. On the basis of available resources, only assigned the goal and also allocate their needed resources properly. By the application of resources, employee can work with great participation and work with more passion. In recent era, many new technologies must be adopted; resources are referred as information, supervision and tools. By allocating these resources for an employee, they work for a long time and don't think to go anywhere.

Challenge Employee during a Balanced Way: - In most of the world, the employer give the identical work for day in and out because of this employee get dissatisfaction and bored. So that they provide different challenge on task for the worker randomly at the identical time don't assign an excessive amount of labor and unknown task. Its results in skip that employment and employee can feel complex. So give them an opportunity to require a challenge in job.

Team Celebration: - Organization will celebrate the landmark of a group every year and announce some rewards and honour the employee. Conducting training sessions for staff to achieve a lot and provide a weekends and a vacation. Then it will inspire the employee to work with them.

Conclusion

It's clear that having proper strategies so as to retain employees is very important for a corporation. The research is concerned with employee interpretation and reveals that "employee turnover" is alone not sufficient for an organization, they ought to be treated with respect, growth and promotion. When tackling the difficulty of employee retention, the primary thing business leaders must clarify within their organization is: why should they care? As we've seen, its lots to try to with whom you retain and why you wish to retain, additionally because the costs and fallout if you don't act thereon. The companies handiest at retaining people are those with people at the highest who understand this is a business issue. During this current economic environment, it may be even more difficult to figure out whom to stay, the way to effectively manage a layoff, and the way to motivate the survivors. But together, the organization and also the HR manager can ensure they keep the proper people for long-term business success.

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