

SUMMER INTERNSHIP PROJECT

“MEASURING THE IMPACT OF BEST HRM PRACTICES ON RETAINING THE BEST EMPLOYEES”

Submitted to:
DMSR GS College of Commerce and Economics Nagpur
(An Autonomous Institution)

Affiliated to
Rashtrasant Tukadoji Maharaj University Nagpur

Submitted by:
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ROLL NO.: 15

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**Department of Management Sciences and Research,
G.S. College of Commerce & Economics, Nagpur
NAAC Accredited “A” Grade Institution**



Academic Year 2021-22



CERTIFICATE

This is to certify that the investigation described in this report titled **“Measuring The Impact Of Best HRM Practices On Retaining The Best Employees”** has been carried out by **Mr. Chetan S. Devhate** during the summer internship project. The study was done in the organization, **Shubham Nari Shakti Mahila Kalyan Samiti**, in partial fulfillment of the requirement for the degree of Master of Business Administration of **DMSR G. S. College of Commerce and Economics Nagpur**.

This work is the own work of the candidate, complete in all respects and is of sufficiently high standard to warrant its submission to the said degree. The assistance and resources used for this work are duly acknowledged.

Dr. Afsar Sheikh
(Faculty Guide)

Dr. Sonali Gadekar
(MBA Coordinator)

CERTIFICATE



CERTIFICATE OF COMPLETION

CHETAN DEVHATE

This is to certify that Chetan Devhate , MBA student of
DMSR GS College of Commerce and Economics
Nagpur has completed his/her internship with
Shubham Nari Shakti Mahila Kalyan Samiti from the
period of 16 November 2021 to 16 January 2022 as a
Human Resource Intern.

SHUBHAM MALVIYA
Authority Signatory



Shubham Nari Shakti Mahila Kalyan Samiti

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shubhammalviyabd@gmail.com

Ref.

Date

Letter of Recommendation

To,

Chetan Devhate

Date:

16/02/2022

Chetan Devhate worked as a **Human Resource Intern** for a period of 60 days at **Shubham Nari Shakti Mahila Kalyan Samiti**. During this time, He/She has given various duties and tasks ranging from marketing and operations to **Human Resource** and research.

I feel very proud to say that he/she worked hard for this internship and successfully fulfilled all the duties and was always eager to learn more.

He/She worked sincerely and with dedication, hence I, on behalf of **Shubham Nari Shakti Mahila Kalyan Samiti**, would like to personally recommend him/her for any future career responsibility & opportunity.

It is my strong belief, after seeing his/her work, that he/she will do an excellent job in all future endeavors.

With best wishes.

Congratulations!

Shubham Malviya President


SHUBHAM MALVIYA
Authorised Signatory
Shubham Nari Shakti Mahila
Kalyan Samiti

ACKNOWLEDGEMENT

It is a matter of pride and privilege for me to have done a summer internship project in '**Shubham Nari Shakti Mahila Kalyan Samiti**' and I am sincerely thankful to them for providing this opportunity to me.

I am thankful to "**Mr. Shubham Malviya (Founder)**" for guiding me through this project and continuously encouraging me. It would not have been possible to complete this project without his support.

I am also thankful to all the faculty members of Department of Management Sciences and Research, G S College of Commerce and Economics, Nagpur and particularly my mentor "**Dr. Afsar Sheikh**" for helping me during the project.

I am thankful to the Principal of G. S. College of Commerce & Economics, Nagpur, "**Dr. N. Y. Khandait**" and to the Dean of the DMSR "**Mr. Anand Kale**" for their support & encouragement.

Finally, I am grateful to my family and friends for their unending support.

Chetan Devhate

Index (Table of Contents)

Sr. No.	Particulars	Page No.
1	Introduction	7 - 17
2	Company profile	18 -19
3	Terminologies	20 -20
4	Objective of study	21 - 21
5	Scope of study	22 - 22
6	Need of study	23 - 23
7	Contribution during SIP	24 -24
8	Limitations	25 - 25
9	Research methodology	26 - 51
10	Findings	52 - 53
11	Conclusion	54 -55
12	Suggestion	56 -56
13	Bibliography	57- 58

INTRODUCTION

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Human resource management is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Human resource management is primarily concerned with the management of people within organizations, focusing on policies and systems. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and reward management, such as managing pay and employee-benefits systems. HR also concerns itself with organizational change and industrial relations, or the balancing of organizational practices with requirements arising from collective bargaining and governmental laws.

HR is a product of the human relations movement of the early 20th Century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion. In the current global work environment, most companies focus on lowering employee turnover and on retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of a new employee not being able to adequately replace the position of the previous employee. HR departments strive

to offer benefits that will appeal to workers, thus reducing the risk of losing employee commitment and psychological ownership.

Best practices are a set of Human Resources Management processes and actions that work universally. In HRM research, there are two schools of thought on how to manage people.

The first one is the *best fit*, the second is *best practices*.

- The best fit school states that to add value, human resource policies should align with business strategy. This means that HR should focus on both the needs of the organization and the ones of its employees
- The best practice school argues that there is a set of universal HR processes that Lead to superior business performance. According to its proponents, there are Certain bundles of HR activities that support companies in reaching a competitive Advantage regardless of the organizational setting or industry. The Human Resource Management best practices presented below:

Job Analysis

Job analysis is the process of studying a job to determine which activities and responsibilities It includes, its relative importance to other jobs, the qualifications necessary for performance of the job and the conditions under which the work is performed. An important concept in job Analysis is that the job, not the person doing the job, is assessed, even though human Resources may collect some job analysis data from incumbents. Job analysis is often confused with job evaluation, but the two activities are quite different. Job evaluation is the process of comparing a job to other jobs within the organization to Determine the appropriate pay rate and is not addressed in this toolkit.

Recruitment and Selection

Recruitment and selection are the process of identifying the need for a job, defining the requirements

of the position and the job holder, advertising the position and choosing the Most appropriate person for the job. Undertaking this process is one of the main objectives of management. Indeed, the success of Any business depends to a large extent on the quality of its staff. Recruiting employees with the correct skills can add value to a business and recruiting workers at a wage or salary that the business can afford, will reduce costs. Employees should therefore be carefully selected, managed and retained, just like any other resource.

Performance Appraisal

Forming part of an organization overall performance management system, the performance Appraisal can be defined as the process of identifying, evaluating and developing the work Performance of employees to help achieve the goals and objectives of the organization. At the Same time, appraisals benefit employees by providing them with recognition, feedback, Career guidance and development. Performance appraisal involves managers and their staff members meeting on a one-on-one Basis at regular intervals to discuss work performance in relation to:

- execution of roles and responsibilities
- the requirements of the organization and individuals' contribution to the achievement of the organization's objectives.

Compensation And Benefit Package

The compensation and benefits manager plays a key role in coordinating the corporate Compensation and benefits department. In this article, we take a closer look at this role. We Dive into the core responsibilities of the compensation and benefits manager and take a look at his/her salary. Compensation and Benefits in HRM refer to the salary, monetary, and as Well as non-monetary privileges provided to the employees at the workplace by the Organization. It is a primary tool of the Human Resource Managers to bring out the best Potential of the employees in their work.

It works in a way – ‘Better is the compensation & Benefits, better is the performances and retention!’ From internal motivation to the higher Level of productivity, Compensation and Benefits

Employees and Management Relationship

Employee relationship management is considered to be a specific field of Human Resource Management. ERM is the process of adopting controlling methods and practices to regulate Employee relations. One of the main goals associated with employee relationship Management focuses on establishing and retaining productive relationships of employees Within a company. Employee relationship management has focused on enabling employees to collaborate on Typical managerial tasks with their employers. By engaging inputs from both sides of the Employment relationship, ERM platforms aim to align the interests of both parties, worker and employer, and inform day-to-day business functions under a streamlined workflow.

Employees Participation in Decision Making

The solid foundation of any successful company is its people. Employees represent a source of knowledge and ideas, but oftentimes that resource remains untapped. Involving employees in the decision-making process not only empowers them to contribute to the success of an organization, but also saves the company time and money in increased productivity and reduced outsourcing. Human Resource Management best practices: a reality check According to Kurt Lewin, there’s nothing more practical than a good theory. However, each theory has its drawbacks. It turns out that some of these best practices contradict each other. Take employment security. This practice sounds nice in theory but in reality, companies are increasingly working with flexible contractors. These contractors lack the security that traditional employees have and provide the company with additional flexibility. According to Marchington and Gurgles (2000), “the reality is that employment security is only offered when and for as long as it is convenient to the employer”.

- Formal training programs may be directed to skills that are not in line with the employee’s work

- Employees are provided access to training simply because of the excess budget instead of business needs
- There's often more emphasis on being trained than on the impact of training

In other words, extensive training only adds value as long as it helps individuals and teams contribute to the strategic goals of the organization. This is in line with the Kirkpatrick Philips model, which helps measure training effectiveness. This model helps assess whether training had a measurable impact on performance and whether the training investment provided a positive return on investment (ROI).

INTRODUCTION OF EMPLOYEES RETENTION

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 the 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 job 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. In a business setting, the goal of employers is usually to decrease employee turnover, thereby Decreasing training costs, recruitment costs and loss of talent and organizational knowledge.

By implementing lessons learned from key organizational behavior concepts, employers can Improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only Those

employees whom they consider to be high performers.

Key Takeaways

- Employee retention is a high priority for leading HR organizations today.
- The most effective employee retention strategies reduce overall turnover and keep High performers on board.
- A thoughtful and comprehensive employee retention strategy reduces the high costs Associated with replacing lost employees.
- Employers that recognize the subtle signs that show an employee might leave have a better chance of identifying ways to retain that per

EMPLOYEE RETENTION STRATEGIES

1. Salary and Benefits Must Be Competitive

A recent Glassdoor survey of people in recruitment, HR, and hiring managers found that for 45% of employees who quit, the top reason is salary. This reason was followed by career advancement opportunities, better benefits, and location.

Is it always about the money?

According to a collection of recent surveys on employee retention, only 24% of “Generation X” employees say that financial stability motivates them to stay in a job. Yet 56% of employees say that health care and insurance concerns keeps them in their job. Benefits that are actually beneficial matter. Money matters. What you offer your employees in this area must be comparable to other businesses in your industry in your region.

After seeing those statistics, you’d be forgiven if you thought that the easiest fix for employee retention concerns would seem to be to offer more money and more benefits. No doubt these are two top issues that employers must consider, and for some employees, that would be necessary.

However, seeing this as the only option is a knee-jerk reaction that can cost your business more than it can afford. Salary and benefits are important and should be considered—especially if you are paying below industry standards—but there are other methods to retain employees than costly raises and benefits.

2. Hire the Right Person at The Start

Glassdoor found that 35% of those doing the hiring of new employees are doing so with the expectation that more employees will be quitting in the coming year. It’s a little disheartening to know that those doing the hiring are already envisioning over one-third of their hires walking out the door.

If you hire a quitter, don't be surprised if they quit. If you hire someone who's a bad fit for your business, don't be surprised if they (or employees they've annoyed) quit. 37% of hiring managers say that new hires would stick around longer if they were better informed during the hiring process. A poor onboarding experience for a new hire builds a foundation of negativity in the new job.

Make sure you're being honest about what you expect of the new hire. Don't hide or sugar-coat aspects of the job just to get a person to bite. Transparency is key in finding the right employees.

3. Reduce Employee Pain

You can't expect employees to function like robots. When an employee's work and life balance is out of whack, there's pain. If your employee feels like she spends most of her life working instead of living, the job becomes the bad guy.

Consider the aviation industry, and the struggle airlines are having with a pilot shortage. There simply aren't enough pilots to fill the airplanes, and a looming retirement wave of seasoned pilots promises to make the problem worse.

Airlines have been working at several solutions, with one being fairly obvious: offer better salaries than can be found elsewhere in the industry, and tempt pilots away from other airlines or from corporate aviation. This, in turn leads the Air Force to increase salaries for pilots, a kind of trickle-down effect that will ultimately have the worst impact on those companies unable to compete with such salaries.

What should a small business or company do if they are in a situation or an industry in which competition for great employees is high, but the business can't afford to pay a dollar-for-dollar competitive salary?

Find the pain point.

Through employee surveys, direct feedback, or paying attention to industry trends, find out what is a point of frustration for employees in your industry.

For example, commercial pilots often have onerous schedules, living in one city and having to fly to another city where they are “based.” They spend time surrounded by traveling strangers (some who are not the most cheery) and in hotels instead of with family. That’s a point of pain for some.

Alleviate the pain point.

Think of pain as the main thing to be alleviated.

Money alleviates pain, in a way, making the hassle worthwhile because the resulting paycheck will make other areas of life less painful. But there are other ways to attack the pain problem that some employees will consider being just as valuable as being paid more.

Using our aviation example, corporate aviation can sometimes offer more family-friendly schedules even if they can’t match commercial salaries. They are revamping how they set up flight schedules so that pilots can be home each night, or have shorter on-the-road schedules.

Conversely, airlines are attractive to corporate pilots who are tired of the full service (clean, schedule, greet, stow luggage, plan) they have to handle on each flight; for most airlines, the pilot simply has to show up to fly. Perhaps a corporate flight department might consider hiring staff that would do much of the unskilled labor (cleaning, etc.) and fully combat all perceived pain points to retain and attract pilots.

Don't let the pain build elsewhere.

Good workers are easily taken for granted. Be on guard for employees who may not be complaining, but are quietly feeling exhausted or frustrated about the amount of work expected from them.

Some employees, because of their personality or nature, won't even realize they are overworking themselves. Perhaps you don't expect it of them, but they have a work ethic that demands a constant nose to the grindstone approach. These are employees who sometimes think in terms of an accounting ledger, and will rarely take time off because they don't want to miss the income. For these people, paid vacation helps. Gifting a random paid day off helps.

Perhaps organizational changes have created pain unintentionally. Perhaps you've created a pain point by solving another problem but creating a new one. Whatever the case, communicate with your staff and keep an eye out for areas that have inspired grumbling. Those are pain points.

COMPANY PROFILE

The **Shubham Nari Shakti Mahila Kalyan Samiti** comprises of mainly housewives and for women empowerment who came together under their young president, Shubham Malviya. The Samiti started with just 5 women, but today the group boasts almost 200 members. In the age group of 17-60 years, they serve not only the Bhopal area but six other districts coming under the Betul, Hoshangabad, Bhudhni, Rajgadh, Sehore range. Barely 10 years old, the Samiti meets on the first Saturday of every month to solve problems, help the needy or take up cudgels with the officers of the development authorities. They also take a tough stance against police inaction where innocents are made to run around to get their complaints registered. With a Rs 20 per month collection as a donation, they try their best to set things right and have helped not only damsels in distress but also many a member from the opposite sex. The Samiti has also successfully addressed and sorted out matters related to starvation, children's education, drinking water and marital.

Shubham Malviya (born 26 April 1996) is an Indian businessman. He is the Managing Worker and Director of Shubham Credit Cooperative Society limited Bhopal also Shubham Malviya is a President of Shubham Nari Shakti Mahila Kalyan Samiti is a non-profit organization, established in 2007 that works primarily in Energy the domain of Legal, Employment, Health, & Environment, Senior Citizens, Education, Minority, Child & Youth Development, Art & Culture, Food & Nutrition, Animal Husbandry and Agriculture. Its primary office is in Bhopal, Madhya Pradesh.

Shubham Nari Shakti Mahila Kalyan Samiti is a non-profit organization, established in 2007 that works primarily in the domain of Corporate Social Responsibility (CSR), Legal, Employment, Health, Energy & Environment, Senior Citizens, Education, Minority, Child & Youth Development, Art & Culture, Food & Nutrition, Animal & Wildlife and Agriculture. Its primary office is in Bhopal, Madhya Pradesh.

Type	Non-profit
Sub Type	Society
Sector(s)	<u>Agriculture Animal & Wildlife Food & Nutrition Art & Culture Child & Youth Development Minority Education Senior Citizens Energy & Environment Health Employment Legal Corporate Social Responsibility (CSR)</u>
Start Year	2007
Number of Employees	100+
Government ID	MP/2017/0155508
Registration ID	01/01/01/17458/07
Projects in States	<u>Gujarat Haryana Himachal Pradesh Jharkhand Madhya Pradesh Jammu and Kashmir</u>
Projects in Districts	<u>Sehore Hoshangabad Rajgarh Betul</u>
Overview	<p>Claims to have 20,000 women members in 19 states and 350+ centers.</p> <p>Through the centers and with a contribution of Rs. 20/- per month from the members they help people in distress (including men too).</p> <p>Coordinates with development authorities for helping the needy and to ensure they get justice.</p>
Primary Office Address	20-B, Nema Complex, In front Of Bhel Jublee Gate Indrapuri
City	<u>Bhopal</u>
State	<u>Madhya Pradesh</u>

TERMINOLOGIES

1. Human resource management

Human resource management (HRM or HR) is the strategic approach to the effective and efficient management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives.

2. Employee retention

Employee retention is defined as an organization's ability to prevent employee turnover, or the number of people who leave their job in a certain period, either voluntarily or involuntarily. Increasing employee retention has a direct impact on business performance and success.

3. Job analysis

Job analysis refers to a systematic process of collecting all information about a specific job, including skill requirements, roles, responsibilities and processes in order to create a valid job description. Job analysis also gives an overview of the physical, emotional & related human qualities required to execute the job successfully. Job analysis is an important step in ensuring that the right candidate is selected. Job analysis helps the employer in recruitment and selection, performance management, choosing compensation and benefits, etc. It helps the employees to have a clear picture of what is actually required o

OBJECTIVE OF THE STUDY

To Measure the impact of HRM Practices on Employee Retention.

Research Questions:

- To identify the significant factors leading to Employee Retention.
- To identify the significant factors of HRM Practices.
- To establish the reliability of collected data with respect to HRM Practices and Employee Retention
i.e., do they all truly represent the universe or not.

To measure the predictive value of HRM Practices context to Employee Retention

SCOPE OF THE STUDY

- The study is to determine the factors influencing retention of employees in the organization.
- These researches also determine the nature of retaining employees in order to make the employees to feel comfort.
- To motivate the employees to continue to work in the same organization with full interest and hence provide the results to the company it wanted.

NEED OF THE STUDY

- This study focusses on employee retention strategies as a predictor of company performance rather than technology and also the extent to which people value, enjoy and believe in what they do.
- This study also focusses on employee turnover and causes for the same.
- It also examines the future growth and employee value proposition

CONTRIBUTION DURING SIP

During the initial days I just observed how things work in NGO. After one-week HOD told me to conduct telephonic interview every day. I received excel sheet with candidate name and their contact number and I have to submit their remarks and ratings and send it to my superior.

I also need to look after my juniors who came in NGO as interns. I need to allocate; I need to divide the work of the interview between those interns. I need to get work done from them and then send it to my superior. I did this work almost 15 days.

After one month my HOD gave me an additional responsibility to look after. I have to work in department of Completion of Certificate and LOR of the interns who had completed their duration of internship in the NGO.

Significant pleasant and/or unpleasant incidences

I am working in this organization as an internee (HR department), so I am not much familiar with this organization. But it was a generous gladness for me that the organization gives the opportunity to work on the ground of recruitment and selection procedures. All HR department personnel have supported me very well. I have learned lot of things from this study which will help me to build up my carrier. I really enjoyed my internship in Shubham Nari Shakti Mahila Kalyan Samiti. During my internship period no unpleasant incident has happened.

LIMITATIONS

- The study was carried out only certain number of employees.
- The employees were not ready to answer for few questions.
- At times certain employees were not accurate in their responses.
- Time is the major constraint. Given forty-five days' time is not sufficient to go in depth of the study.

RESEARCH METHODOLOGY

To carry out the research, the researcher has used the following research methodology.

Research Design

The researcher has used the following framework of research design:

Table-1

Research Methodology

<i>Purpose of the Study</i>	<i>Descriptive</i>
Type of Investigation	Causal
Study Setting	Non Contrived
Time Horizon	Cross-Sectional
Measurement And Scaling	<ul style="list-style-type: none">▪ HRM Practices (adapted from Langford 2009)▪ Employee Retention (adapted from Langford 2009)

Purpose of the Study:

The present study has been **Descriptive in nature**, as it seeks to study previous findings in new contexts in terms of respondents group, industry and geography with a new Likert scale.

Type of Investigation:

The present study is **Causal relationship** because the researcher has attempted to find out the cause and effect relationship of HRM Practices on Employee Retention.

Time Horizon:

The study is **Cross-Sectional** as data has been collected at one time duration.

Study Setting:

The study setting is **Non-Contrived** as the study has been carried out in natural environment and no researcher interference has been there in data collection

Measurement & Scaling: -

Four-point **Likert (Interval) Scaling** has been used for conducting the survey to analyze the impact of HRM Practices on Employee Retention using following measures and scale:

Measures:

- HRM Practices (adapted from Langford 2009)
- Employee Retention (adapted from Langford 2009)

Scale:

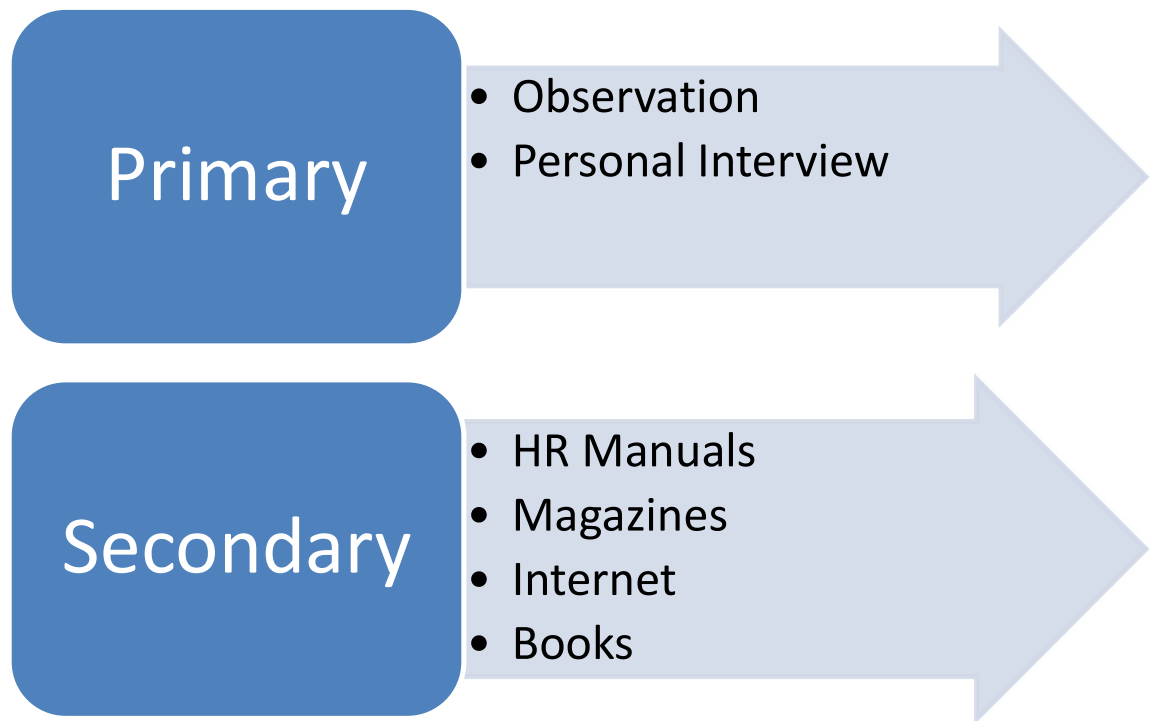
4 – Strongly Agree, 3 -Agree, 2 - Disagree, 1 – Strongly Disagree

Data Analysis

Data Collection

After the research problem has been identified and selected, the next step is to gather the requisite data. While deciding about the method of data collection to be used for, the researcher should keep in mind two types of data: primary and secondary.

In the present study researcher has made use of the primary data which has been collected through observation & personal interview along with the secondary data which has been collected from company's website and from their records, books, magazines, newspapers and journals.



Sample and Sampling Design

Population Unknown
:
Sampling Method Non Probability
:
Sample Unit Employees working
:
 in Non-Profit
 Organization
Sampling Size 376 Respondents
:
Sampling Convenience
Technique Sampling
:
Sampling Area Madhya Pradesh

Table-2

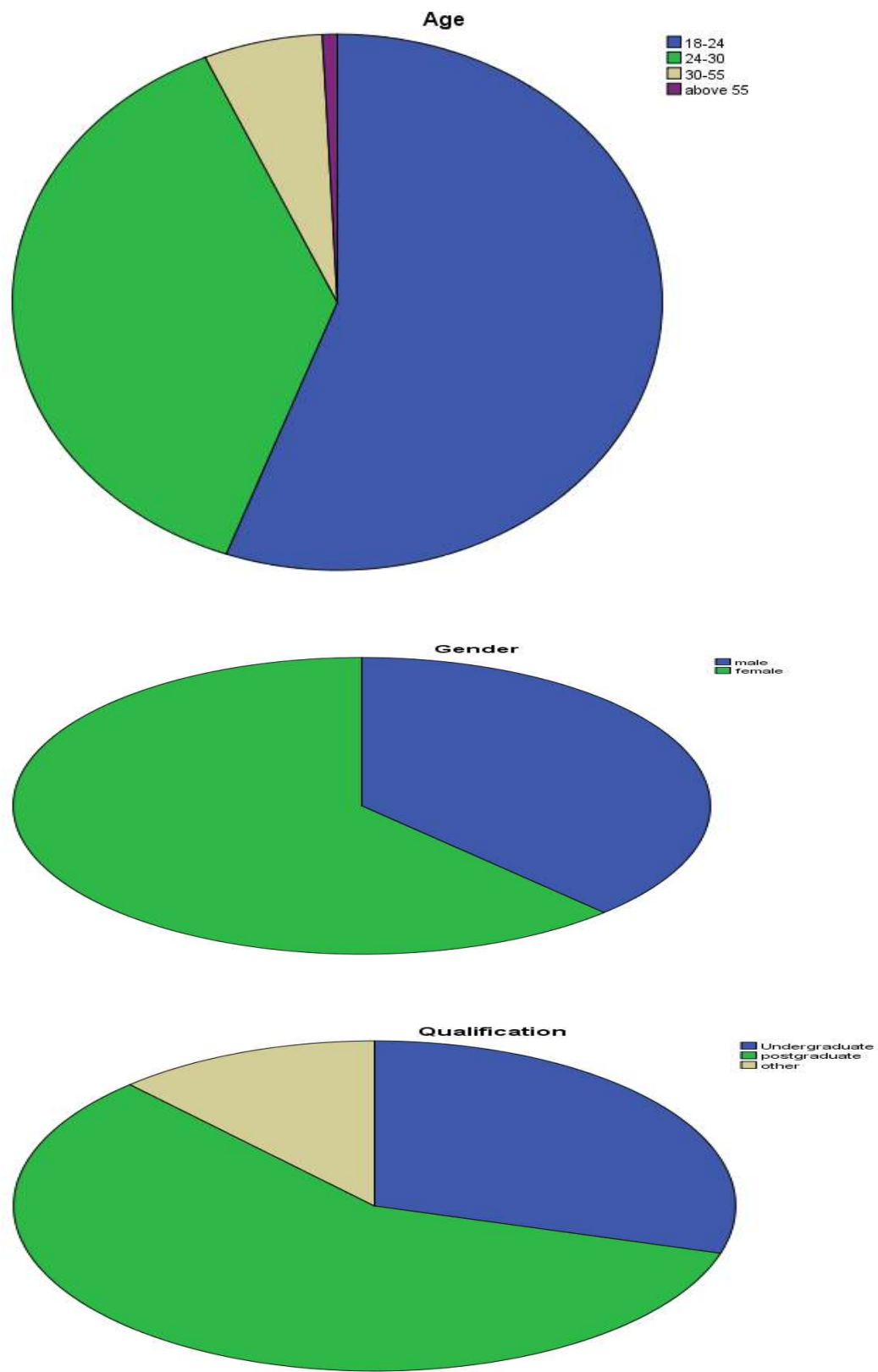
Sample Calculation

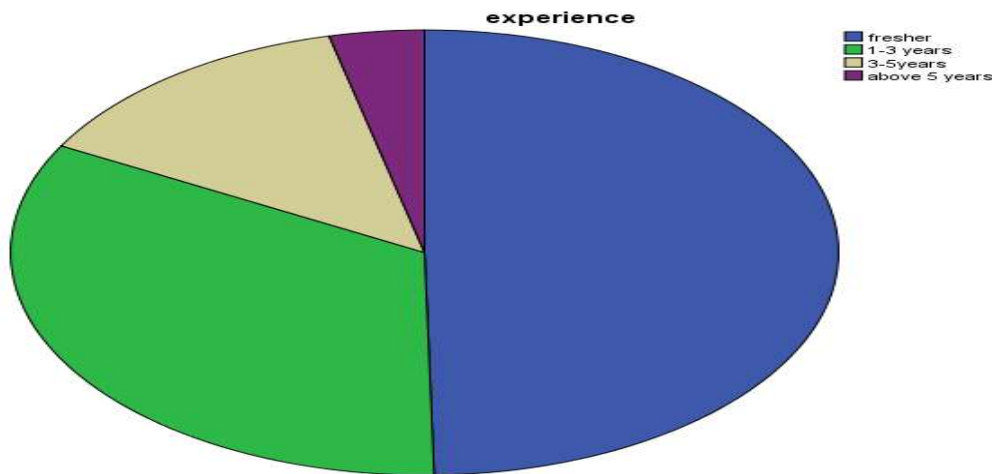
Construct	No. of Item	No. of Observation Item	Proposed Sample
Human Resource Management	23	15	345
Employee Retention	5	15	75

(Source Jahnvi Jain 2021)

Data Analysis

Sample Profiling:





Sample is characterized by:

- 0.7 % respondents belonging to the age group 55 and above.
- 5.9 % respondents belonging to the age group between 30-55 years.
- 37.8% respondents belonging to the age group between 24-30 years.
- 55.6% respondents belonging to the age group between 18-24 years.
- Out of the total respondents 62% respondents are Female.
- Out of the total respondents 38 % respondents are Male.
- 11.9% respondents are Others.
- 58.5% respondents are Post Graduates.
- 29.6% respondents are Under Graduates.
- 3.7% respondents belong to above 5 years Level of Experience.
- 13.3% respondents belong to 3-5 years Level of Experience.
- 33.3% respondents belong to 1-3 years Level of Experience.
- 49.6% respondents belong to freshers in Level of Experience.

Literature Review

Books

- **Beri G.C¹** (III Edition), “Marketing Research”

(This book talks about the Marketing research designs, the method for collecting information, manages and implements the data collection process, analyses the results, and communicates the findings and their implications)

- **Sekaran Uma²** (IV Edition) “*Research Methods for Business*”

(This book talks about Elements of Research Design, Methods of Data Collection, Sampling, Data Analysis & Interpretation. Business research methods include many ways of gathering information about an industry, its competition or the opportunities available that are relevant to conducting research. Some methods include scouring the internet, collecting data at the library, interviewing customers, running surveys and focus groups)

- **Kothari C.R.³**(II Revised Edition), “*Research Methodology Methods and Techniques*”

(This book provides us information to understand that research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by the researcher in studying his research problem along with logic behind them)

- **Gupta S.P.⁴**, “Statistical Methods”

(This book helps us regarding the statistical tools and their limitations in different fields. According to this book Statistical methods are mathematical formulas, models, and techniques that are used in statistical analysis)

- **Sharma D.D⁵** “Marketing Research”

(This book provides information regarding Marketing research that how it is concerned with collection of market information systematically and impartially, analysis and evaluation of relevant data and use such data for the benefit of the organization)

- **Luthans Fred⁶** (Sixth Edition) “*Organizational Behavior*”

(This book expedites the concept of Organizational Commitment which helps to tell that it is very important part of an employee’s lifecycle and motivation to remain loyal to and employed with an organization)

- **Newstorm John W⁷** (2008), “*Organizational Behavior, Human Behavior at Work*”

(This book focuses on the Organizational Commitment which defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level or at the facet level)

- **Robbins Stephen⁸** (13th Edition), “*Organization Behavior*”

(This book helps in understanding the Organizational Commitment or employee satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision)

- **Subbarao P.⁹**, “*Organization Behavior*”

(This book helps in giving introduction to Transformational leaders inspire and motivate their workforce without micromanaging they trust trained employees to take authority over decisions in their assigned jobs)

- **Greenberg Jerald¹⁰** (VIIIth Edition), “*Behavior in Organizations*”

(This book helps to understand the various causes of Organizational Commitment such as social learning, association heredity and experience)

- **Lepak & Gowan¹¹**, “Human Resource Management”

(This book helps to enlighten organizational learning and leadership research has devoted considerable attention to creativity and innovation models as well as to various related factors, such as personality job tasks, group and organizational characteristics and their interactions that can facilitate or hinder individual and team creativity)

- **Aquinas P G¹²**, “*Organization Behavior*”

(This book helps in defining organizational learning and leadership research has devoted considerable attention to creativity and innovation models as well as to various related factors,)

- **Ashwathapa K.¹³** (VIIth Edition), “Organization Behavior”

(This book helps in giving how Organizational Commitment from an employee perspective is to earn a good gross salary, have job stability, have a steady career growth, get rewards & recognition and constantly have new opportunities)

- **Mc Shane L. Steven, Glinow Mary Ann Von & Sharma Radha R.¹⁴** (IIIrd Edition), “*Organization Behavior*”

(This book helps in giving an idea about the positive effects of Organizational Commitment include that more efficiency of employees of workplace if they are satisfied with their job, higher employee loyalty leading to more commitment)

- **V.S.P. Rao¹⁵**, “Human Resource Management ”

(This book helps in defining that Organizational Commitment happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance)

- **Kinicki and Krietner¹⁶** (VIIth Edition), “Organizational Behavior”

(This book helped in understanding the Organizational Commitment is related to the psychology of an employee. A happy & content employee at a job is always motivated to contribute more. On the other hand, a dissatisfied employee is lethargic, makes mistakes & becomes a burden to the company)

- **Pareek Udai¹⁷** (IIInd Edition), “*Organizational Behavior*”

(The book explores the core concepts of Workplace spirituality has been shown to affect a range of outcomes including, but not limited to, Organizational Commitment)

Journals/ Magazines:

- **Naim, M. F., & Lenka, U. (2018).¹⁸** Development and retention of Generation Y employees: a conceptual framework. *Employee Relations*.

(The purpose of this paper is to present a conceptual framework of development, commitment, and retention of Generation Y employees)

- **Kundu, S. C., & Ltat, K. (2017).¹⁹** Effects of supportive work environment on employee retention. *International Journal If Organizational Analysis*.

(This study show that is to investigate the mediating effect of organizational engagement in relationship between supportive work environment and employee retention)

- **Kyndt, E., Dochy, F., Michielsens, M., & Moeyaert, B. (2009).**²⁰ Employee retention: Organizational and personal perspectives. *Vocations and Learning*.

(This study shows that an appreciative learning and working climate contributes positively to employee retention because it makes people feel acknowledged for their strengths and it creates possibilities to develop people's qualities)

- **Dechawatanapaisal, D. (2018).**²¹ Employee retention: the effects of internal branding and brand attitudes in sales organizations. *Personnel Review*. (2017). *The International Journal of Human Resource Management*.

(This purpose of this paper is to investigate the relationships among internal branding, brand orientation, brand identification, brand commitment, and employees' intention to stay. The paper also examines the mediating roles played by brand identification and brand commitment on the relationship between brand orientation and retention)

- **Bibi, P., Ahmad, A., & Majid, A. H. (2018).**²² HRM practices and employee retention: The moderating effect of work environment. *Applying partial least squares in tourism and hospitality research*.

(This paper is to examine how compensation, training and development, and performance appraisal are theoretically significant in improving employee retention, thus adding to the current literature on the part of compensation, training and development, and performance appraisal in employee retention)

- **Papa, A., Dezi, L., Gregori, G. L., Mueller, J., & Miglietta, N. (2018)**²³. Improving innovation performance through knowledge acquisition: the moderating

role of employee retention and human resource management practices. *Journal of Knowledge Management*.

(This study investigated that working at night has adverse effects on workers' subjective well-being as measured by satisfaction with-life balance, life satisfaction, and emotional exhaustion)

- **Ma. Q. K., Mayfield, M., & Mayfield, J. (2018)²⁴** Keep them on-board! How organizations can develop employee embeddedness to increase employee retention. *Development and Learning in Organizations: An International Journal*.

(This Journal helps to study how companies can increase retention by embedding their employees through fit, links, and sacrifice)

- **Casico, W. F. (2014)²⁵**. Leveraging employer branding, performance management and human resource development to enhance employee retention.

(This paper discussed three salient ones: a positive employer brand, performance management strategies that help employees develop expertise that maximizes their potential and innovative approaches to the design and delivery of HRD initiatives)

- **Deery, M., & Jagi., L. (2015)²⁶**. Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management. Revisiting Talent Management, work-life balance and retention strategies*

(This paper suggests that employee attitudes such as job and pay satisfaction or work overload will impact on work-life balance as will personal and dimensions such as stress and substance abuse)

- **Yamamoto, H. (2011)²⁷.** The relationship between employee benefit management and employee retention. *The International Journal of Human Resource Management*.

(This Journal helps to study this study showed tendencies with prior studies on organizational behaviors. In addition, the number of introduced employee benefit practices helped to lower withdrawal cognition, and in some relationships, objective indicators cross the border between subjectivity and objectivity and contributed to subjective retention)

- **Cardy, R. L., & Lengnick-Hall, M. L. (2011)²⁸.** Will they stay or will they go? Exploring g, a customer-oriented approach to employee retention. *Journal of Business and Psychology*.

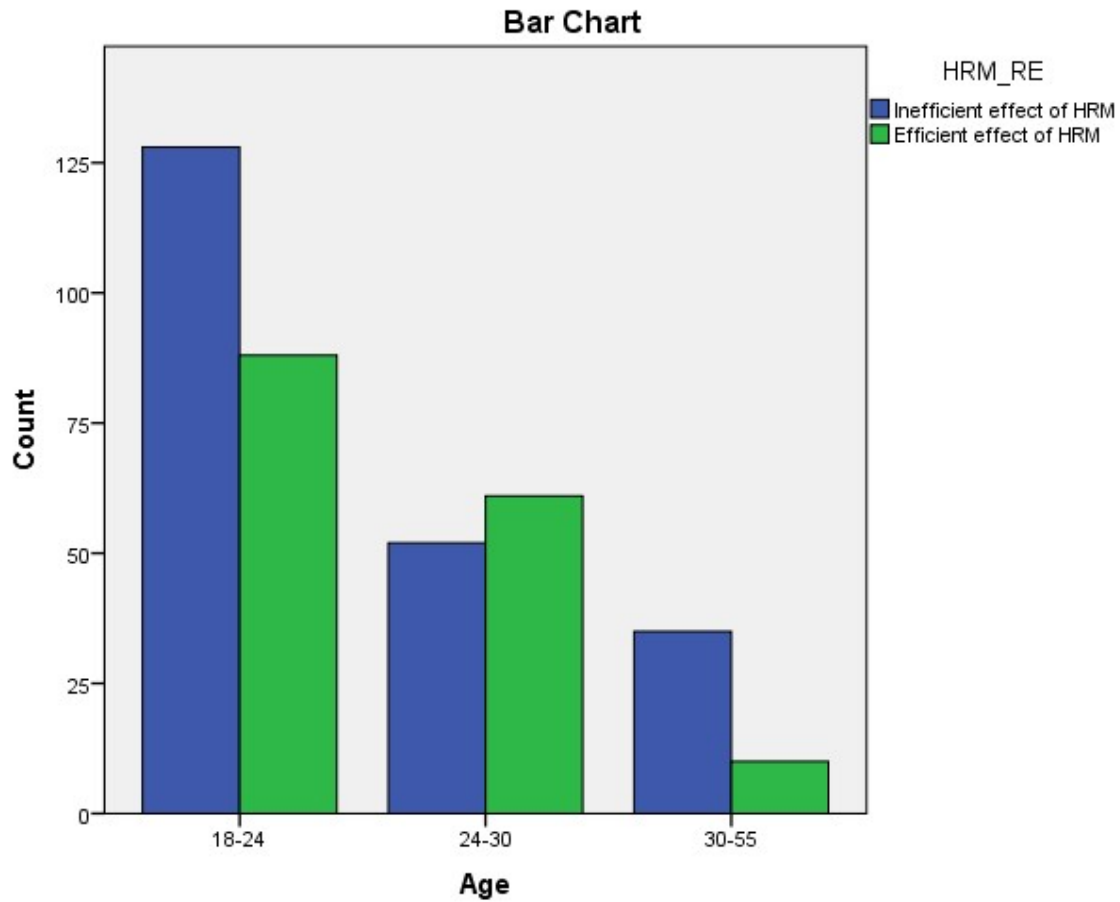
(This Journal represent a subtle distinction in framing an important organizational phenomenon, a focus on retention opens up new possibilities for understanding and new approaches to managing human resources)

Cross Tabulations

Age with HRM Practices

(Age with HRM Practices)

Age * HRM_RE Crosstabulation					
			HRM_RE		Total
			Inefficient effect of HRM	Efficient effect of HRM	
Age	18-24	Count	128	88	216
		% Within Age	59.3%	40.7%	100.0%
		% Within HRM_RE	59.5%	55.3%	57.8%
		% Of Total	34.2%	23.5%	57.8%
	24-30	Count	52	61	113
		% Within Age	46.0%	54.0%	100.0%
		% Within HRM_RE	24.2%	38.4%	30.2%
		% Of Total	13.9%	16.3%	30.2%
	30-55	Count	35	10	45
		% Within Age	77.8%	22.2%	100.0%
		% Within HRM_RE	16.3%	6.3%	12.0%
		% Of Total	9.4%	2.7%	12.0%
Total		Count	215	159	374
		% Within Age	57.5%	42.5%	100.0%
		% Within HRM_RE	100.0%	100.0%	100.0%
		% Of Total	57.5%	42.5%	100.0%

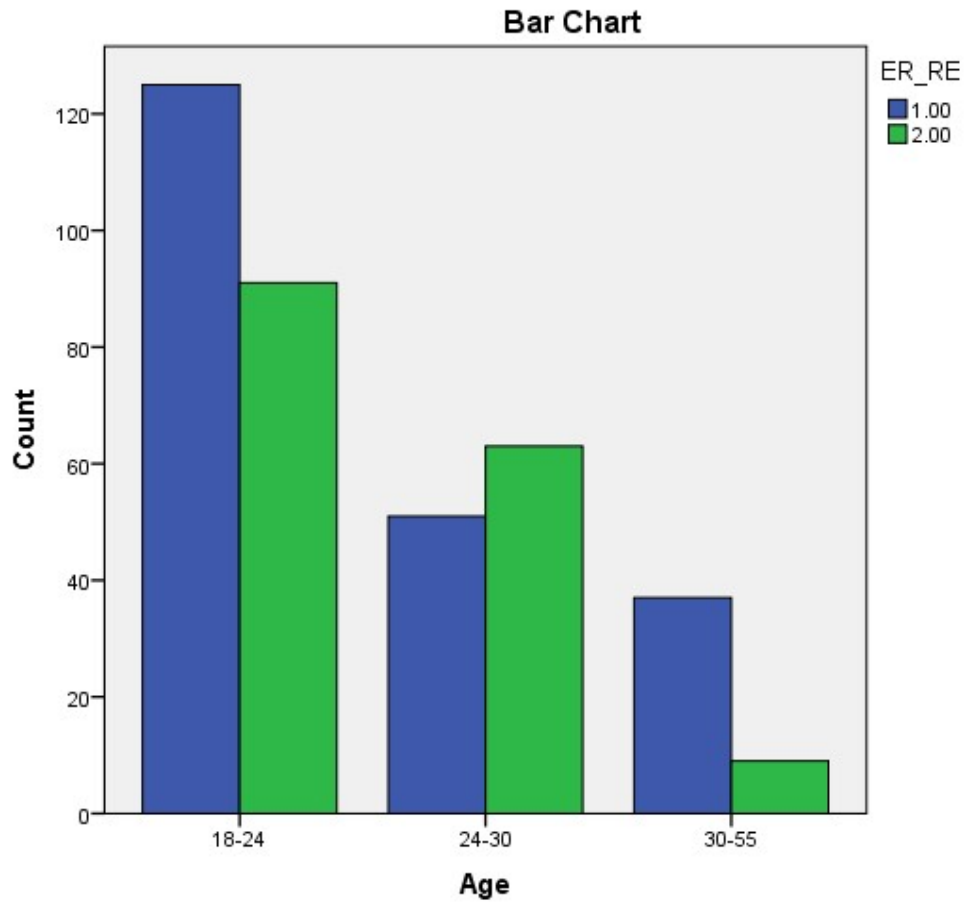


Interpretation: Majority of the respondents belongs to age group category 50 and above strongly agree that their workplace provide employees with the opportunity to meet demands of both the work and family domain if required.

Age with Employee retention

(Age with Employee Retention)

Age * ER_RE Crosstabulation						
			ER_RE			
			1.00	2.00		
Age	18-24	Count	125	91	216	
		% Within Age	57.9%	42.1%	100.0%	
		% Within ER_RE	58.7%	55.8%	57.4%	
		% Of Total	33.2%	24.2%	57.4%	
	24-30	Count	51	63	114	
		% Within Age	44.7%	55.3%	100.0%	
		% Within ER_RE	23.9%	38.7%	30.3%	
		% Of Total	13.6%	16.8%	30.3%	
	30-55	Count	37	9	46	
		% Within Age	80.4%	19.6%	100.0%	
		% Within ER_RE	17.4%	5.5%	12.2%	
		% Of Total	9.8%	2.4%	12.2%	
	Total		Count	213	163	376
			% Within Age	56.6%	43.4%	100.0%
			% Within ER_RE	100.0%	100.0%	100.0%
			% Of Total	56.6%	43.4%	100.0%

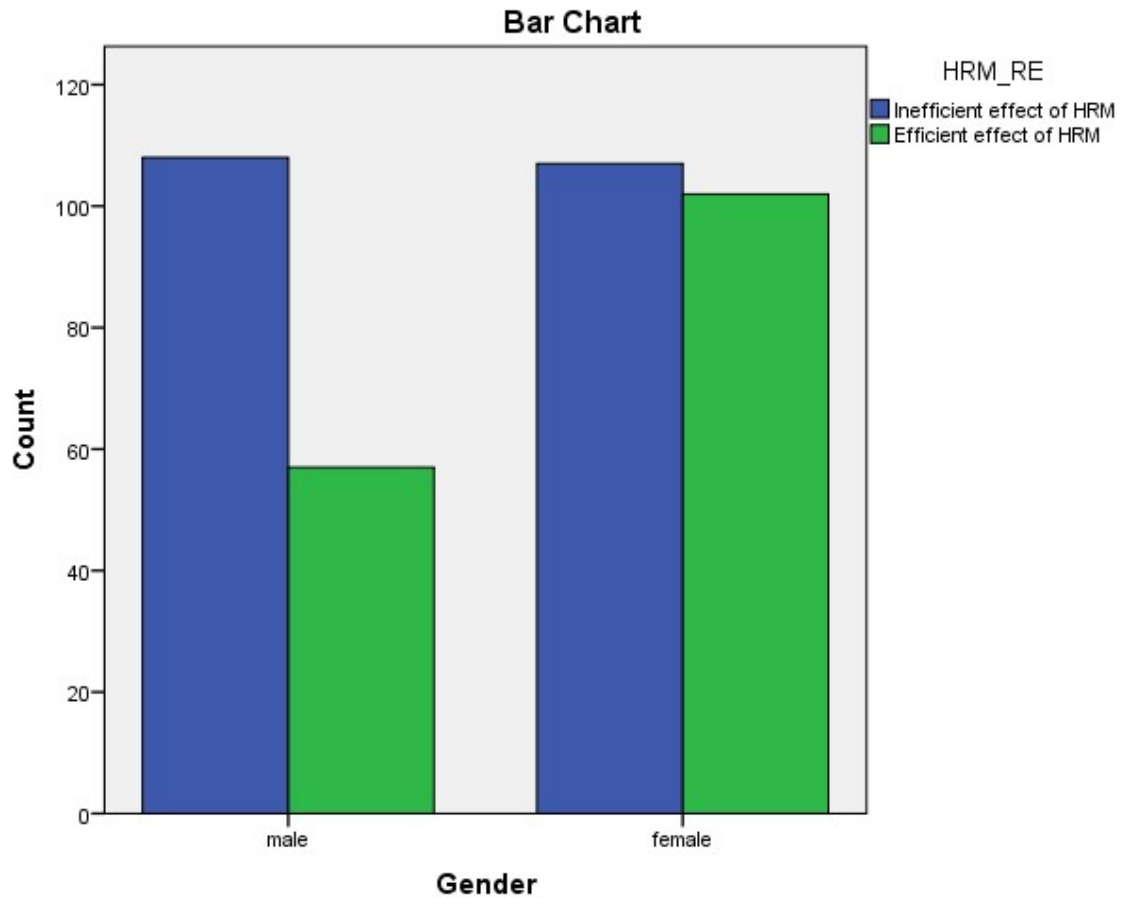


Interpretation: Majority of the respondents belongs to age group category 50 and above agree that they will retain with their organization for longer time.

Gender with HRM Practices

(Gender with HRM Practices)

Gender * HRM_RE Crosstabulation					
			HRM_RE		Total
			Inefficient effect of HRM	Efficient effect of HRM	
Gender	male	Count	108	57	165
		% Within Gender	65.5%	34.5%	100.0%
		% Within HRM_RE	50.2%	35.8%	44.1%
		% Of Total	28.9%	15.2%	44.1%
	female	Count	107	102	209
		% Within Gender	51.2%	48.8%	100.0%
		% Within HRM_RE	49.8%	64.2%	55.9%
		% Of Total	28.6%	27.3%	55.9%
Total		Count	215	159	374
		% Within Gender	57.5%	42.5%	100.0%
		% Within HRM_RE	100.0%	100.0%	100.0%
		% Of Total	57.5%	42.5%	100.0%

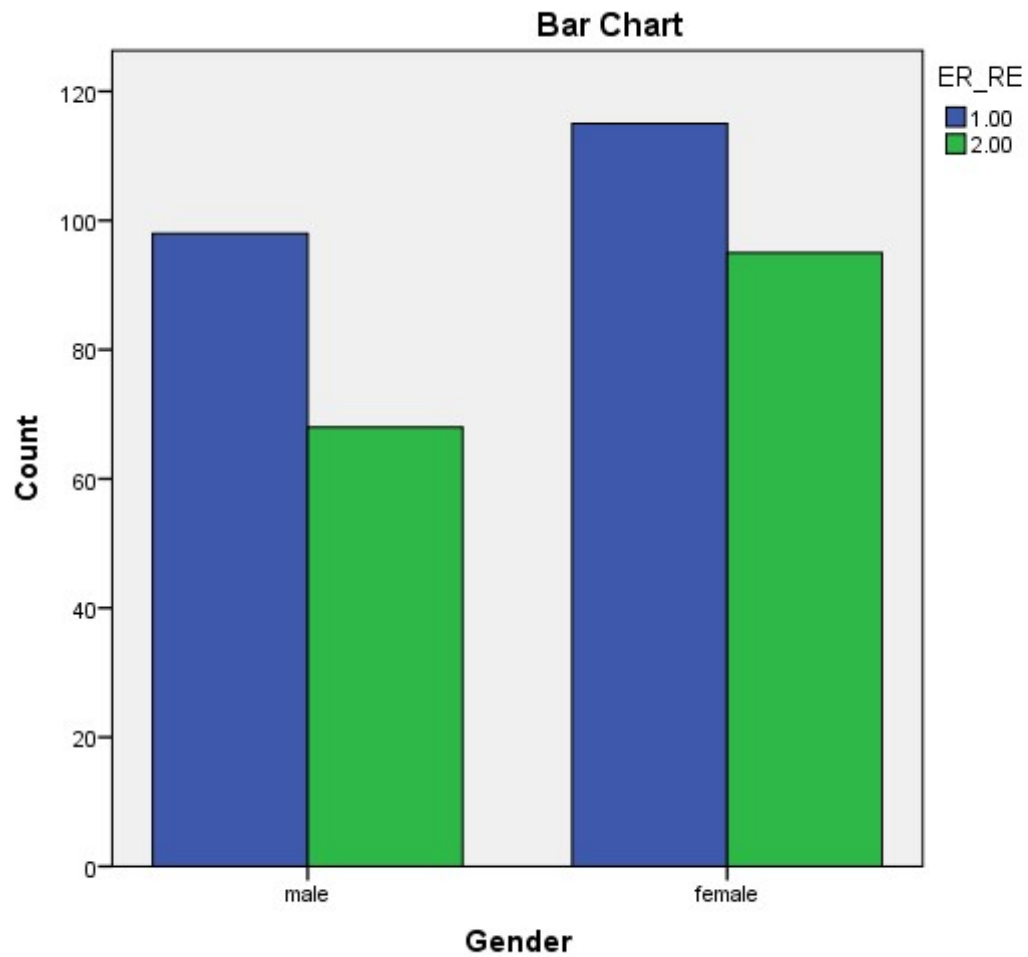


Interpretation: Majority of the respondents Female respondent strongly agree that their workplace provide employees with the opportunity to meet demands of both the work and family domain if required.

Gender with Employee Retention

(Gender with Employee Retention)

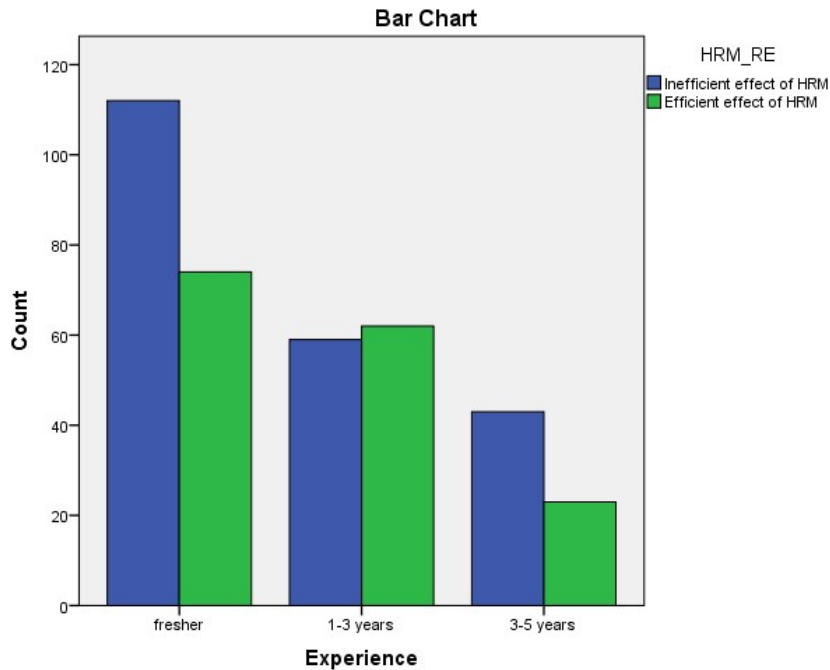
Gender * ER_RE Crosstabulation					
			ER_RE		Total
			1.00	2.00	
Gender	male	Count	98	68	166
		% Within Gender	59.0 %	41.0 %	100.0%
		% Within ER_RE	46.0 %	41.7 %	44.1%
		% Of Total	26.1 %	18.1 %	44.1%
	female	Count	115	95	210
		% Within Gender	54.8 %	45.2 %	100.0%
		% Within ER_RE	54.0 %	58.3 %	55.9%
		% Of Total	30.6 %	25.3 %	55.9%
Total		Count	213	163	376
		% Within Gender	56.6 %	43.4 %	100.0%
		% Within ER_RE	100.0 %	100.0 %	100.0%
		% Of Total	56.6 %	43.4 %	100.0%



Interpretation: Majority of the Female respondent agree that they are satisfied with their job and they will retain with the organization for long.

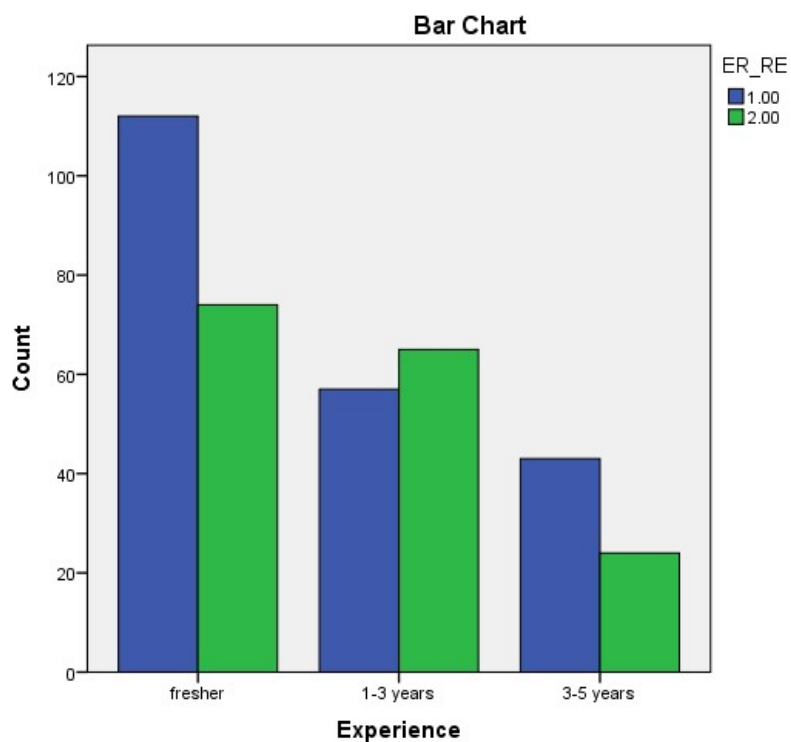
Experience with HRM

Experience * HRM_RE Crosstabulation						
			HRM_RE		Total	
			Inefficient effect of HRM	Efficient effect of HRM		
Experience	fresher	Count	112	74	186	
		% Within Experience	60.2%	39.8%	100.0%	
		% Within HRM_RE	52.3%	46.5%	49.9%	
		% Of Total	30.0%	19.8%	49.9%	
	1-3 years	Count	59	62	121	
		% Within Experience	48.8%	51.2%	100.0%	
		% Within HRM_RE	27.6%	39.0%	32.4%	
		% Of Total	15.8%	16.6%	32.4%	
	3-5 years	Count	43	23	66	
		% Within Experience	65.2%	34.8%	100.0%	
		% Within HRM_RE	20.1%	14.5%	17.7%	
		% Of Total	11.5%	6.2%	17.7%	
	Total		Count	214	159	373
			% Within Experience	57.4%	42.6%	100.0%
			% Within HRM_RE	100.0%	100.0%	100.0%
			% Of Total	57.4%	42.6%	100.0%



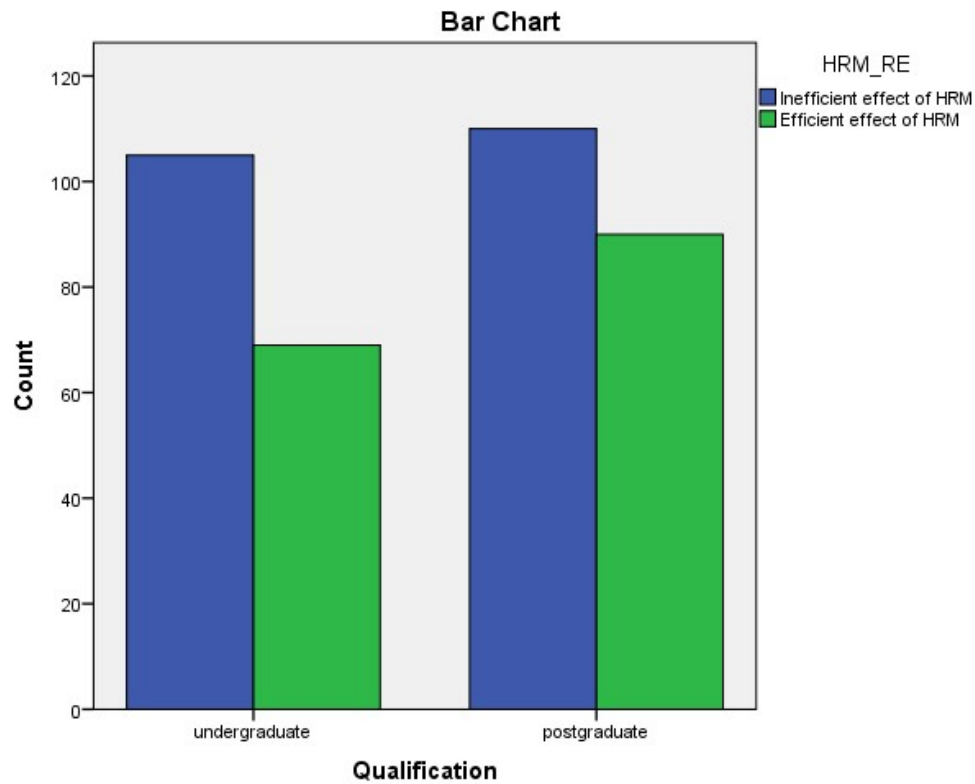
Experience with ER

Experience * ER_RE Crosstabulation					
			ER_RE		Total
			1.00	2.00	
Experience	fresher	Count	112	74	186
		% Within Experience	60.2%	39.8%	100.0%
		% Within ER_RE	52.8%	45.4%	49.6%
		% Of Total	29.9%	19.7%	49.6%
	1-3 years	Count	57	65	122
		% Within Experience	46.7%	53.3%	100.0%
		% Within ER_RE	26.9%	39.9%	32.5%
		% Of Total	15.2%	17.3%	32.5%
	3-5 years	Count	43	24	67
		% Within Experience	64.2%	35.8%	100.0%
		% Within ER_RE	20.3%	14.7%	17.9%
		% Of Total	11.5%	6.4%	17.9%
Total		Count	212	163	375
		% Within Experience	56.5%	43.5%	100.0%
		% Within ER_RE	100.0%	100.0%	100.0%
		% Of Total	56.5%	43.5%	100.0%



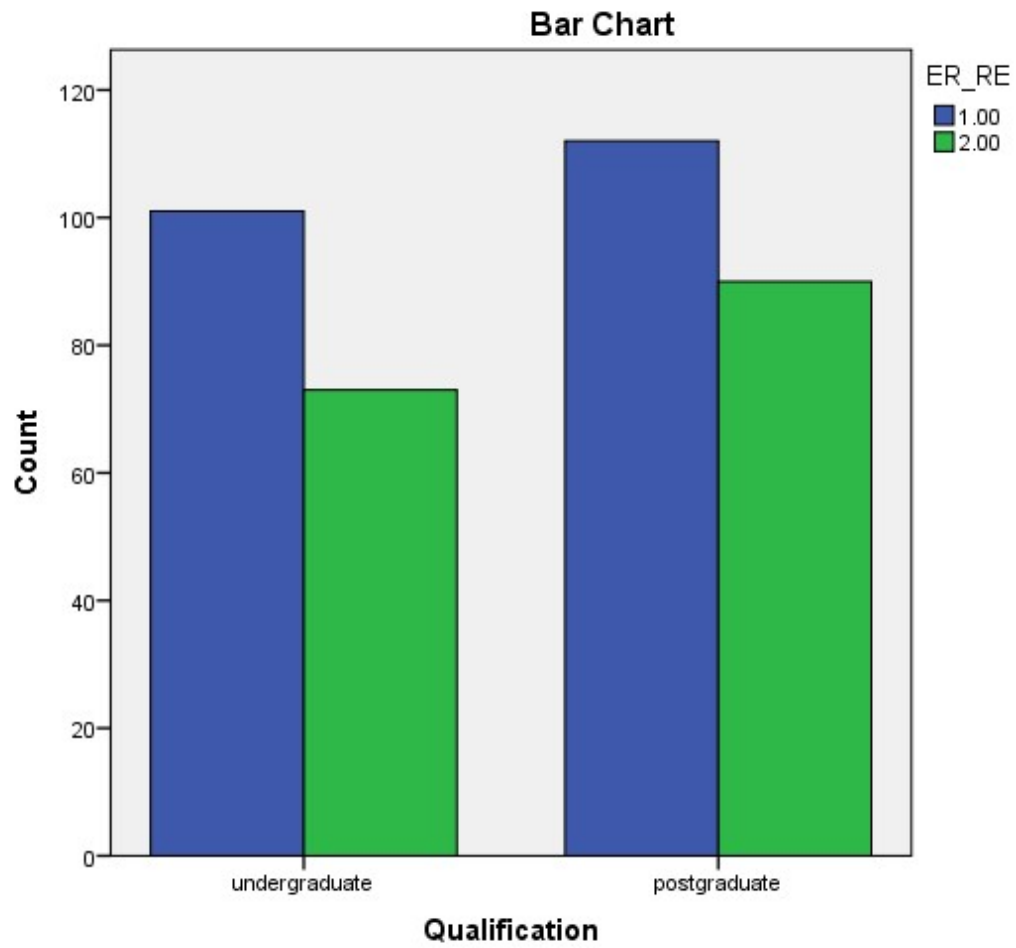
Qualification with HRM

Qualification * HRM_RE Crosstabulation					
			HRM_RE		Total
			Inefficient effect of HRM	Efficient effect of HRM	
Qualification	undergraduate	Count	105	69	174
		% Within Qualification	60.3%	39.7%	100.0%
		% Within HRM_RE	48.8%	43.4%	46.5%
		% Of Total	28.1%	18.4%	46.5%
	postgraduate	Count	110	90	200
		% Within Qualification	55.0%	45.0%	100.0%
		% Within HRM_RE	51.2%	56.6%	53.5%
		% Of Total	29.4%	24.1%	53.5%
Total		Count	215	159	374
		% Within Qualification	57.5%	42.5%	100.0%
		% Within HRM_RE	100.0%	100.0%	100.0%
		% Of Total	57.5%	42.5%	100.0%



Qualification with ER

Qualification * ER_RE Crosstabulation					
			ER_RE		Total
			1.00	2.00	
Qualification	undergraduate	Count	101	73	174
		% Within Qualification	58.0%	42.0%	100.0%
		% Within ER_RE	47.4%	44.8%	46.3%
		% Of Total	26.9%	19.4%	46.3%
	postgraduate	Count	112	90	202
		% Within Qualification	55.4%	44.6%	100.0%
		% Within ER_RE	52.6%	55.2%	53.7%
		% Of Total	29.8%	23.9%	53.7%
Total		Count	213	163	376
		% Within Qualification	56.6%	43.4%	100.0%
		% Within ER_RE	100.0%	100.0%	100.0%
		% Of Total	56.6%	43.4%	100.0%



FINDINGS

The following are the major findings of the study:

- By applying reliability statistics on variables, the value of Cronbach's Alpha has been found to be 0.880 which is greater than 0.70 which satisfied the condition that a scale should consistently reflect the construct it is measuring.
- After applying Descriptive Statistics, the mean value is approx. 3 and standard deviation is approximately 50% of mean which shows that there is no ceiling effect and flooring effect. This is a clear indication that there is a variance response of all the respondents of given questionnaire.
- There is a positive correlation between HRM Practices and Employee Retention. After applying correlation, we get the value .580 which shows that there is a moderate degree of positive correlation between HRM Practices and Employee Retention.
- Employee Retention = $0.492 + 0.755$ (HRM Practices). This shows that if HRM Practices increases by 100% then Employee Retention increases by 75.5%.
- HRM Practices significantly influence Employee Retention. 36.6% variation in Employee Retention is explained by the model.
- 0.7 % respondents belonging to the age group 55 and above.
- 5.9 % respondents belonging to the age group between 30-55 years.
- 37.8% respondents belonging to the age group between 24-30 years.
- 55.6% respondents belonging to the age group between 18-24 years.
- Out of the total respondents 62% respondents are Female.
- Out of the total respondents 38 % respondents are Male.
- 11.9% respondents are Others.
- 58.5% respondents are Post Graduates.
- 29.6% respondents are Under Graduates.

- 3.7% respondents belong to above 5 years Level of Experience.
- 13.3% respondents belong to 3-5 years Level of Experience.
- 33.3% respondents belong to 1-3 years Level of Experience.
- 49.6% respondents belong to freshers in Level of Experience.
- Majority of the respondents belongs to age group category 50 and above strongly agree that their workplace provide employees with the opportunity to meet demands of both the work and family domain if required.
- Majority of the respondents belongs to age group category 50 and above agree that they will retain with their organization for longer time.
- Majority of the respondent's Female respondent strongly agree that their workplace provide employees with the opportunity to meet demands of both the work and family domain if required.
- Majority of the Female respondent agree that they are satisfied with their job and they will retain with the organization for long.

CONCLUSION

Employee retention is a major concern for many employers; management teams of successful organization have to realize the importance of retention its most productive workforce. High turnover leads to loss of valuable workers whose replacement is costly.

It is important to note that a high employee turnover is normally unhealthy to an organization's performance as well as the productivity of other presumably loyal employees. Moreover, turnover affects productivity of remaining employees since they may be compelled to perform duties of more than one person or allocated duties that do not match with their training.

Employee exit from an organization may be a subject of variant factors; however, although some are avoidable, other factors may be too strong for the employer to control. It is fundamental for employers to identify these factors and establish strategies of preventing their occurrence.

Primarily, turnover is attributed to lack of job satisfaction or economic conditions. Lack of job satisfaction is mainly caused by unmet expectations, the nature of job, corporate culture in the organization and personal demographics. On the other hand market conditions influence turnover through availability of better job opportunities with improved compensation.

In order to limit harm of high turnover, employers need to utilize some strategies so as to improve job satisfaction and hence retention. Primarily, an employer should review his compensation packages, the workplace relationships, career and development prospects, and support in the workplace to facilitate retention of high-performers. The employers should offer competitive

compensation packages depending on skills and experience of their employees and duration worked.

Moreover, the employers can allow high-performers to formulate their work schedule or flexible working hours. Besides, the employers should compensate the employees for any extra hours. Further, employees want more independence and autonomy whenever handling their duties. Moreover, employers can retain employees through providing career development opportunities and training.

The workplace culture influences the productivity of employees and also the rate of turnover. Management need to instill a supportive culture in the workplace as it leads to higher job satisfaction, therefore lower turnover. Additionally, the workplace relationships affect quality of the workplace. Thus, employers are required to establish strategies which promote internal cohesion. Besides, a good workplace has necessarily materials and equipment while the staff has been trained on how to effectively use the provided materials.

SUGGESTIONS

The researcher has proposed recommendations which are purely suggestive; the applicability of the same would depend up on the changes in the environment, the planning premises and resource availability.

- The employees should be well rewarded with regard to their responsibilities so that they satisfy from their job.
- The organization needs to encourage employees to have better relations so that they can be retained in the organization.
- An organization must create a positive work culture in which employees feel happy to be part of the organization, they feel motivated and encouraged to share new ideas and facilitate communication with the management without fear of being misunderstood.
- An organization should provide social gathering or a breaks so that people can express more and share information or ideas to achieve the goal.
- Workplace should offer Training and Development in order to provide employees with the opportunity to meet demands of both the work and family domain if required.

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GALLERY

