



STUDY ON DETERMINING FACTORS OF EMPLOYEES RETENTION

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ABSTRACT

Employee retention is the process of encouraging employees to stay with the company for a maximum period of time or until a project is completed. Employee retention is beneficial to both the organization and the employee. Employees today are different. They are not the ones who do not have good odds. This paper is mainly emphasised on studying about the factors that causes employees to leave the organisation and what are the strategies we can adopted to retain the employees which is completely based on the findings that had been previously conducted by various researchers. This research mainly took in to consideration following factors: compensation, learning environment, growth and career growth and development, training and development, professional relationship at workplace and individual development. This research had reached on the conclusion that though many approaches are available for employee retention but the strategy should be adopted in such a way that the end result will be job satisfaction and to plan that strategy organisation should keep themselves updated with the changing expectation of employees.

KEYWORDS: job satisfaction, individual development, employee retention, motivation, work life balance

1. INTRODUCTION

Employee retention is the process of encouraging employees to stay with the company for a maximum period of time or until a project is completed. Employee retention is beneficial to both the organization and the employee. Employees today are different. Most employees feel they are worth more than they are actually paid. There is, of course, a disconnect between what people think they should be paid and what organizations reward them with. A turnover can occur when the gap becomes too large to create another opportunity. Effective employee retention refers to hiring policies and practices to create and promote an environment that encourages current employees to remain employed by adopting policies and practices that meet the diverse needs of current employees. It is a systematic effort by the Lord. A strong retention strategy is therefore a powerful recruiting tool.

In a highly competitive environment where recruiters poach each other, companies either retain their employees or lose out to the competition. Gone are the days when an employee would stick with her one employer for years due to the lack of better options. Now you have many options. In fact, some reports suggest that turnover in IT companies could reach 40%. The BPO industry is growing 40-50% every year, but is currently losing 35-40% of his about 350,000 employees.

Employee turnover is one of the most overlooked, but one of the biggest costs companies face. Businesses regularly track various costs such as materials and labour costs, but few consider the cost of employee turnover. Ernst & Young estimate that replacing 10 experts would cost about \$120,000. A Sibson & Company study found that the fast food restaurant would have to sell 7,613 different combo meals at \$2.50 per serving to recoup the cost of losing just one of her employees. Employee turnover causes companies to lose 30-50% of the annual salary of an entry-level employee, 150% of his for intermediate employees and up to 400% for senior skilled workers. . Companies now do a lot to retain their employees. Why is retention so important? Is it just to lower the cost of goods sold? Well, the answer is overwhelmingly no. Emphasizing the need to retain employees is not only the cost to organizations, but also the need to prevent talented employees from being poached.

If the top performers quit, the organization will not survive. It is important for management to retain valuable employees who think and contribute most for the organization. Organizations need loyal and hard-working



employees to achieve organizational goals that's why Employee retention is more than just records and reports. It all depends on how an employer understands workers' various concerns and allows them to resolve issues when necessary.

There are many reasons why employees leave a company. It is very important for an organization to know what makes its job attractive and helps motivate employees to stay in the organization.

Employee Retention Strategies

Most organizations apply the following strategies to retain their employees –

- Create open communication between employees and management.
- Conduct "stay" interviews.
- Provide some small perks.
- Offer financial rewards.
- Make sure employees know what you expect of them.
- Use healthy competition and incentives to help keep workers motivated and make them feel rewarded.
- Foster employee development.
- Promote from within, whenever possible.

2. LITERATURE REVIEW

A Review of Employee Motivation Theories and their Implications for Employee Retention within Organizations :

Ramlall(2004) clarifies that any essential employee loss has a huge financial impact on the organisation, especially given the information that is lost when the employee leaves. This information is used to fulfil the demands and expectations of the clients. People provide economic worth to businesses because they have skills, experience, and knowledge, according to the human capital and knowledge management concepts. These abilities, know-how, and experience are capital because they increase output. According to the human capital idea, some work is more productive than other labour merely because more resources have been devoted to its training, much as a machine.

Chandrasu Sinha (2012) analysed that the strong working relationships keep employees around (Clarke 2001), which fosters a productive learning environment (Dillich, 2000). Higher retention rates are the result of encouraging team-building exercises, project assignments, and chances for interaction both on and off the job (Johns et al 2001).

Das(2013) analyse that any organization's long-term viability and profitability rests on its ability to hold onto its core personnel. Employee retention processes should be investigated alongside quitting processes, according to Maertz & Campion (1998). Employees will remain if organisations establish and put into practise effective employee retention tactics. According to Acton et al., 2003 [12], the human resource department actively contributes to the company's ability to retain its employees. This demonstrates that skills retention is equally as important as personnel retention.

Omer Cloutier(2015) clarifies that the importance of good lines of communication between executive leadership, management, and employees is outlined in an organization's communication standard. It is essential to evaluate a candidate's compatibility with the position, the team, and the company. A key component of any staff retention strategy is training and development.

Bodjrenou Kossivi(2016) finds that employee retention appears to be strongly influenced by a positive work environment. Work-life balance is gradually taking on more significance for employees and influences their decision to stay with a company. Employee loyalty is strengthened through training and development, which also increases dedication and retention on the work.

Zahid Halim(2020) analysed that employees prefer to achieve exceptional results when they operate in a supportive setting that boosts their competence and level of comfort. When the economy is doing better, it is more likely that a worker will leave their position and find another one.

Dr.S.Tephillah Vasantham & Dr.P.S.Aithal(2022) had analysed that Employees are the Club's most valuable asset. Their importance to institutions requires not only a desire to pull off trend curves, but also a need to sustain them over the long term. We specialize in identifying the determinants of hand retention by reviewing the results of previous studies. It mostly touched on the general factors of support, autonomy and training and improvement.



Determinants of Employees Retention :-f Employees Retention (1).docx

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Employee retention is not influenced by a single factor, but there are various factors involved in employee retention within an organization. The factors are holistic and a representation from the various literature. Management should pay attention to factors such as compensation and compensation, job security, training and development, a culture that supports management, the work environment, and organizational equity.

3. OBJECTIVES OF THE STUDY

- To study Employees Retention strategy by HR Department of Yokohama of highway tyres on the Employees.
- To identify whether the employees are satisfied with Retention Strategies adopted by the HR services of Yokohama off- highway tyres

4. RESEARCH METHODOLOGY

The research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. In this study the researcher have used descriptive research design.

Descriptive research design-This includes surveys and find out the truths of different questions. It simply describes something like the demographics of the employees. It describes the status of the proposals as it is and study has no effect on the employees and the company.

4.1 SOURCE OF DATA COLLECTION

To study these topic we had collected information through online portals of company websites. The study is fully based on secondary sources of data .Secondary source of data are those data which had been already collected and are available for further study.

5. DATA ANALYSIS

HOW YOKOHAMA OFF-HIWAY TIRES REIMAGINES HR INTERACTION AND ENGAGEMENT

Through past experience and experimentation, Yokohama has implemented four measures to ensure business continuity. At a time when many organizations still struggle to manage workplace collaboration within a hybrid work model, YOHT offers four avenues to enable collaboration, connection, well-being, and inclusion. These are HR Connections, Learning Connections, Manager Connections, and Wellness Connections. This is now reshaping the relationship between employees and HR. The company has streamlined HR and created a well-planned and structured way to communicate and engage employees.

These company also had a following policies to maintain a good employee-employer relations:

- Diversity and Equal Opportunities
They will continue to hire people regardless of nationality, gender, LGBTQ, educational background, or experience, and allocate the most suitable human resources to realize the business and technology strategies of YX2023. In addition, we respect work-life balance and aim to create a workplace where all employees can grow and advance their careers, while recognizing diverse human resources and diverse work styles.
- Employment of people with disabilities
Until now, company have regularly hired new graduates at each business site, regardless of whether they have disabilities or not, mainly for work in existing businesses. In the future, they will develop new companies in order to expand the base of employment for people with disabilities.
- Support for diverse work styles through various systems
They have introduced a system that allows employees to work regardless of time and place, such as expanding the work-from-home system, abolishing the core time of the in-house flextime system, and shortening the working hours system. enable you to achieve . In addition, they would like to create a system that enables continuous career advancement even during life events such as nursing care and childcare by enhancing childcare periods, nursing care leave, time spent with spouse, career start, etc.
- Support through seminars, etc.
As part of their efforts to promote diversity, they have put in place various systems to support work-life balance. They also carry out educational activities to foster a corporate culture that respects diversity. B. LGBTQ education that eliminates unconscious prejudice and creates an education and a comfortable



working environment. They also hold various seminars to support the activities of various human resources. B. Diversity management strength enhancement seminar, career development support seminar for promoting women's active participation, exchange meeting seminars for employees balancing childcare and health (mental health measures, harassment measures, breast cancer, cervical cancer, menopause, sleep), etc.)

➤ **Shorter Working Hours Scheme>**

If you have preschool children or relatives who need nursing care, you can use the reduced working hours system if you wish. In addition, they have extended the staggered working hours system for employees with children in the third grade of elementary school or younger to the sixth grade of elementary school. 50 employees used in 2021. From fiscal 2010, we have also established a system for employees who wish to remain in their assigned area for two years without being transferred.

➤ **Nursing care career return system:**

In 2014, we introduced a leave of absence and reinstatement system for spouse changes. However, in order to promote a balance between work and family, the career entry system was expanded in 2018 to include those who have retired due to childcare or nursing care.

➤ **Introduction of a working-at-home option**

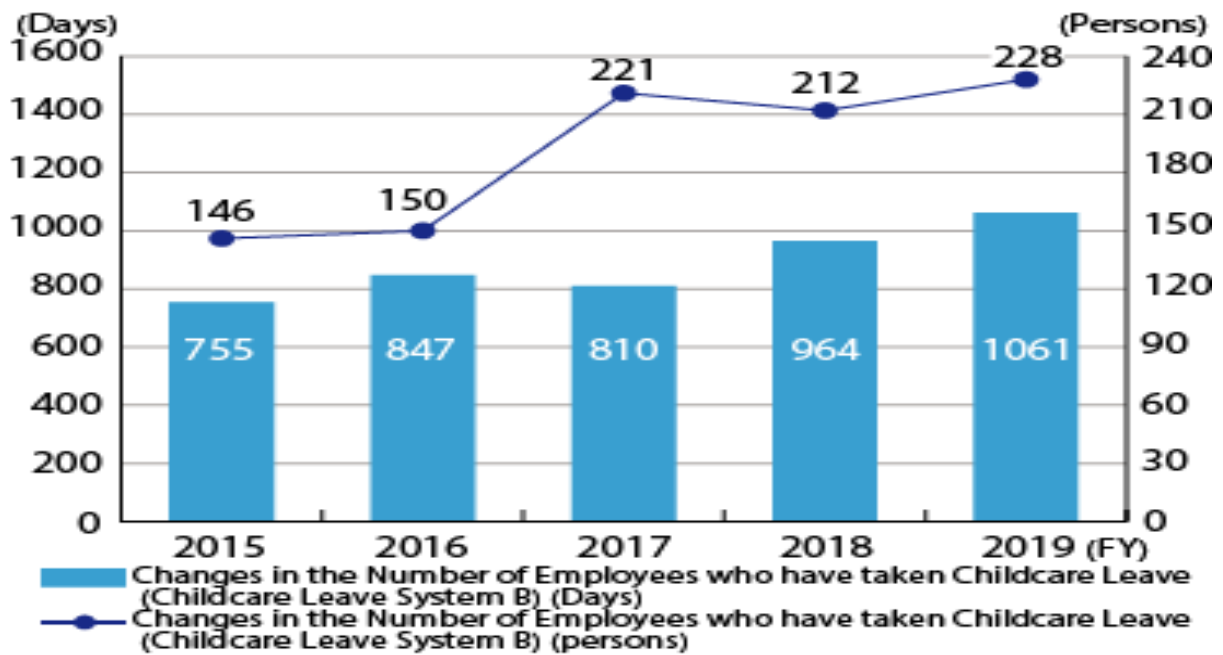
In fiscal 2018, we introduced a telecommuting system to promote a balance between work and family, such as childcare and nursing care, with the aim of improving work efficiency and avoiding long-term health restrictions. In 2019, we increased the maximum weekly usage from 8 hours to 16 hours. In addition, care for relatives living together (including LGBTQ) and some injuries and illnesses are now included. *From 2020, as a countermeasure against the new coronavirus, we will lift restrictions on the use of telecommuting and telework for all employees in order to balance infection control and work.

➤ **Family-Care Leave System>**

In fiscal 1994, we introduced nursing care leave to support employees who have relatives who need constant nursing care. In addition, starting in fiscal 2016, employees can now take paid nursing care leave on an hourly basis, five days per year for one family member requiring nursing care, and ten days per year for two family members requiring nursing care. that's all. In addition, from fiscal 2018, we have newly established the possibility of taking childcare leave for nursing care of a spouse, parent, child, or family member (up to relatives within the second degree of kinship) for 10 days in half-day units.

5.1 INTERPRETATION AND FINDINGS

From this pictures we can easily interpret that how the company is doing their best to encourage employees to stay in the company by formulating an effective strategy and providing them a work environment where employees are feeling a safer work environment and an enormous opportunity that can provide wings or height to their career. Not only that we can also find out that company is keeping themselves updated with the employees expectation and are upgrading their policies as per that.



https://y-yokohama.com/csr/images/people/employee03_4_2019_en.gif



<https://www.youtube.com/channel/UCEwPp8-MkozIzNPqgp9B6eg>

- This picture shows Women -Empowerment : This shows that company provides equal opportunities to men and women without doing any biasness these creates a positive image in the minds of employees as employees majorly want to work in a environment which provides equal opportunities.



<https://www.y-yokohama.com/global/csr/related/38>

- Employees Engagement Activities: In order to remove boredom among the employees the company organises various employees engagement activities to cheer up.



https://www.y-yokohama.com/csr/images/related/img-38-20_2020.jpg

- The company also consider their employees as a family and to take care of their health they organises health check-up of their employees time to time so that they can perform their task effectively.



https://www.y-yokohama.com/csr/images/related/img-38-06_2020.jpg

- Training and Development: To keep the employees updated with the recent technologies and the changes in the business environment the company organises various seminars, workshops time to time.

5.2 SUGGESTIONS:

- Employees must receive appropriate training related to career development.
- Employees should be recognized for doing a good job.
- Employees should be motivated to adapt to change.
- To improve employee retention, you need to understand what your employees value most.
- We need to redefine the pay structure so that they are financially satisfied.

6. CONCLUSION

Employee retention is an important concept that has received considerable attention from researchers and practicing HR managers. Fundamentally, attachment includes important factors such as the need for content, searching and choosing strategies, goal-oriented behavior, social comparison of rewards and reinforcement, and satisfaction through achievement. There are several reasons why attention is being paid to employee retention, including the emergence of motivated employees with new ways of working. Every technology needs motivated employees to use it well.

Several approaches for employee retention are available for that like compensation , training and development, job enrichment, job enlargement, diversity and equality etc but the most important is the end result should come out with job satisfaction as it is the only factor that keeps employees to retain in the organisation or a company or to contribute in the organisation goal . So the company should check and keep themselves upgraded with the expectation of their most important resources that is human resource.

6.1 Future scope of the study:

These study help us to know the crux factors that causes employees to leave the organisation on the basis of that we can prepare an effective strategy in future to retain the talented employees in the organisation.



LIMITATIONS OF THE STUDY

- It is a confidential topic for the company so it becomes complex to collect the data as there is less information available for that on the website of the company.
- Time constraint.

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