

Employee Retention and Engagement Activities in Various Organizations: A Literature Review

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Abstract- Employee retention and engagement are critical areas of focus for organizations seeking to maintain a motivated and productive workforce. Employee retention is vital to the success of an organization and employee turnover produces both direct and indirect costs to employers. The long-term success of an organization is heavily affected by its ability to retain its employees. Employee engagement can increase productivity and profitability. Along with the understanding of the negative effects caused by high turnover rates and disengaged employees, this research paper aims to identify effective strategies and activities employed by various organizations, to foster employee retention and engagement. This paper brings together diverse sources of literature to highlight the influence of these strategies utilized and outcomes achieved.

Keywords- Employee engagement, Employee retention, Literature review, Organizations.

INTRODUCTION –

In the current era of intense competition and rapidly changing business environment, organizations are increasingly acknowledging the crucial contribution of their employees in attaining sustainable growth and maintaining a competitive advantage. The success of any organization depends not only on attracting talented employees but also retaining them and ensuring their active engagement. Consequently, retaining and engaging employees have become paramount concerns for organizations across various industries.

Employee retention is defined as the capability of an organization to retain its talented and high performing employees for the maximum period of time. Retention has become increasingly important as organization invest significant resource and time in recruiting, selecting, training and developing their workforce. High turnover rates can lead to increased costs, reduced productivity, loss of institutional knowledge, and an adverse impact on organizational culture.

Employee engagement refers to the emotional and psychological bond employees form with their work and the organization they are part of. Engagement practices focuses on forming a positive and fulfilling work environment for employees. The goal is to enhance employees' motivation, contentment, and dedication to the organization. Engaged employees are enthusiastic, dedicated and highly committed to their work.

Fig. 1: Framework of Employee Retention

Factors	Effects	Challenges
1.Competitive salary	Higher job satisfaction	Increased competition for top talent
2.Employee benefits	Improved loyalty	Rising costs of benefits
3.Career development	Enhanced motivation	Limited growth opportunities
4.Work – life balance	Reduced turnover	Balancing productivity and flexibility
5.Recognition and rewards	Increased engagement	Identifying meaningful rewards
6.Job security	Increased loyalty	Economic uncertainties

Fig. 2: Framework of Employee Engagement

Factors	Effects	Challenges
1.Positive work environment	Stronger team cohesion	Nurturing a positive culture
2.Effective communication	Increased productivity	Overcoming communication barriers
3.Meaningful work	Higher job satisfaction	Aligning individual and company goal
4.Collaboration and team work	Better problem solving	Fostering collaboration
5.Learning and development	Improved skill acquisition	Providing relevant training
6.Autonomy and empowerment	Improved decision making	Balancing autonomy and accountability

OBJECTIVES OF THE STUDY :

1. To study the employee retention and engagement practices employed in various organizations.
2. To identify the factors influencing employee retention and engagement activities.

RESEARCH METHODOLOGY :

This study is descriptive in nature. Secondary data is used for the study which is collected from various sources like journals, articles, websites, etc. The current study gathered information by extracting research papers on employee retention and engagement activities employed in organizations across various sectors and industries in order to summarize it and create a distinct phenomenon.

REVIEW OF LITERATURE :

Shuck and Wollard (2009) define employee engagement as a growing working state in which the employee's perceptions, feelings and behaviors are aimed as the desired organization results.

Stuart Woollard (2010) Talent retention involves implementing a structured approach to foster an environment that motivates current employees to stay within the organization. Due to financial constraints, limited resources, and difficulties in economic climate, it may not be sensible to spend huge amount on developing and retaining all employees within an organization.

Kevine Kruse (2012) in his study writes, employee engagement refers to the meaningful connection employees have with their organization, encompassing both functional and emotional aspects. It goes beyond mere satisfaction or happiness, as a satisfied or happy employee may still choose to leave for better opportunities, and happiness alone doesn't guarantee productivity or dedication. True employee engagement occurs when individuals are self – driven, passionate and innovative in their workplace.

Das and Baruah (2013) reached the conclusion that numerous factors influence employee retention, and these factors are not determined by a single cause. To address this, management needs to take into account various aspects like workplace stability, salaries and benefits recruitment and promotion, organizational justice, work environment and supervisor support culture among other factors.

Osborne and Hammoud (2016) write that disengaged employees cost US corporations approximately \$350 billion each year. To address this issue, organization should adopt employee engagement strategies such as empowering employees, recognition and rewards and fostering strong bonds between employees and leaders.

Arasanmi & Krishna (2019) stated that recent human resource analysis has shifted its focus from overall workforce retention to skill retention, recognizing the significant differential value skilled individuals bring. Losing a top star, especially to a competitor, poses immense danger for any organization. In some cases, a single person departure can drastically change the organization's trajectory.

ANALYSIS OF EXISTING LITERATURE :

Author	Year	Title	Findings	Suggestions
Leena James and Lissy Mathew	2012	Employee Retention Strategies : IT Industry	The study reveals that to generate a conducive environment in the organization proper communication is necessary. Improving employee retention involves recognizing and meeting individual needs within the organization. While each employee may have unique requirements, organization should strive to understand and cater to them effectively. Though it may not be feasible to fulfill every demand, the focus should be on making employees feel highly valued. Implementing appropriate HR practices and policies can help foster this sense of importance among the employees.	The respondents placed significant importance on various strategies such as flexible work hours, work from home options, retirement plans, stock investment opportunities. Organization should regard these strategies as effective means to retain their employees.
Vipul Saxena, R K Srivastava	2015	Study of Employee Engagement – Case Study of Manufacturing Sectors.	The study establishes that there is a direct connection between employee engagement and organization culture and organization performance. It proves that employee engagement is vital for job satisfaction, and employee loyalty and retention in the organization. It creates a healthy organization culture which	The organization should conduct detailed survey component of employee well being and current levels of employee engagement, in order to achieve employee well being objectives which have direct effect on organizational performance in achieving organizational goals.

			ultimately leads to better organization performance.	
Nelesh Dhanpat, Tlou Manakana, Jessica Mbacaza, Dineo Mokone, Busisiwe Mtongana	2019	Exploring Retention Factors and Job Security of Nurses in Gauteng Public Hospitals in South Africa.	By offering efficient and successful strategies that boost job security through retention factors, this study contributes valuable insights to the existing literature on retention management in the nursing profession. The study demonstrated a clear correlation between retention factors and career tenure. Moreover, the research revealed that career advancement and preparation are the most crucial elements for retaining jobs in the nursing field.	The findings suggest that nursing management and HR practitioners in public hospitals can benefit from considering retention factors to ensure that nurses perceive their employment as secure and enhance job security.
Dr. Arunangshu Giri, Dr. Sourav Gangopadhyay, Jayeeta Majumder and Dr. Pradip Paul	2019	Model Development for Employee Retention in Indian Construction Industry using Structural Equation Modeling (Sem).	The study reveals that employees gives priorities to basic facilities provided by the construction companies, as they significantly impact their satisfaction. Also, scope, opportunities and working environment have moderate but positive correlation with employee satisfaction in Indian Construction companies.	To thrive in the market, construction companies should offer the identified benefits demanded their employees and actively engage in continuous improvement process.
Nombeko Felicity Dwesini	2019	Causes and Prevention of High Employee Turnover within the Hospitality Industry :A Literature Review.	The literature clearly shows that the Hospitality organizations worldwide, face the issue of high employee turnover and encounter difficulties retaining skilled and talented staff. The review highlights that managers in this sector can employ various strategies, such as HRM practices, fostering a positive organizational culture and commitment, offering competitive compensation, promoting engagement, investment in skills development and enhancing job satisfaction, to effectively address and reduce high labor turnover.	It is recommended to the develop effective retention strategies in which initial step is to identify the root causes of high turnover. Subsequently, the organization should focus on creating efficient HR practices, starting with appropriate recruitment and selection strategies. This involves placing candidates with the right abilities, skills and attitudes into suitable positions. Moreover, it is essential for organizations to select candidates whose career goals, values and plans align with the company's culture.
Mrs. K. Srivani, Prof. B. Krishna Reddy, Dr. G. Vidyath	2020	Factors Influencing Employee Retention in Private Sector Banks :A Study in Hyderabad, Telangana.	The study concluded that employee retention factors in private banks in India are slightly different from other industries, as most of the employees are graduates or post graduates and they expect a defined employment cycle to join or continue an organization. It was observed that communication gaps, interference by seniors in their works and over lapping targets demotivate employees in private banks. Top five expectations about their career goals include, sensible targets, better communication in work related aspects, salary, employee relations at workplace and recreation facilities.	In private banks at the primary level, the focus should be on salary, training and development and bonus as employee's decision to stay in an organization is sensitive to these factors. Communication between staff should be well managed. Employee relations and rewards and recognition also influence an employee's decision to prefer and continue in an organization.

Rajesh Faldu	2020	A Study on Employee Engagement and its Impact on Employee Retention in Ceramic Industry in Gujarat.	Recently, in the ceramic industry, employers have recognized the significance of employee engagement, onboarding and assimilation, as indicated by the study's findings. Employee engagement is fostered through fair evaluations, enhanced growth opportunities and equitable treatment, resulting in improved employee retention. The majority of the employees expressed the need for a dedicated individual responsible for spearheading employee engagement initiatives.	Social welfare activities should be increased. Regular training should be provided. Company should give retirement benefits and housing facilities to the employees. The company need to strive for maximum resource utilization to enable passing on cost savings to its employees.
Mohanraj Maury	2020	Employee Retention Strategies : Special Reference to Private Sector Employees in Akkaraipattu.	The results indicated that several factors significantly influence the retention of private sector employees in Akkaraipattu. These factors include career development opportunities, compensation, leadership, effective communication, work flexibility and employee voice. Implementing these employee retention strategies can bring additional benefits to organizations, helping them avoid potential drawbacks.	In order to retain talented and skilled employees and mitigate dissatisfaction, organization should adopt counseling services, suggestion systems and grievance procedures. Additionally, when designing compensation packages, organization should focus on equity factors, not solely on financial stability and profitability.
Dr. Jaspreet Dahiya , Vipin Nandal	2021	Employee Retention – A Matter of Concern in The Textile Industry of Haryana.	The research revealed that employee retention is significantly and positively connected to several factors, including training, career development, reward and recognition, communication, work – life balance and job satisfaction. Keeping employees can enhance both individual and organizational productivity and performance.	To improve employee retention in Haryana's textile industry, it is essential to establish and adhere to employee – friendly policies like flexible work hours, competitive pay, merit based salary increments, sincere appreciation and effective communication between management and staff.
Emmy Gracy Vas and Dr. S. Mohan	2022	Sustained Engagement for Employee Retention in Education Industry.	When employees feel a sense of strong connection to the organization and are involved in decision making, they become more accountable for enhancing the organization's well being and benefiting its stakeholders. To retain employees, some actions include implementing an internal promotion policy, evaluating staff satisfaction, improving hiring process, and fostering a supportive and positive work environment.	Some suggested measures to engage and retain employees in institutes include conducting exist interviews, tying benefits to loyalty and performance, offering opportunities for growth and continuous learning, acknowledging and rewarding excellent performance with incentives and regularly assessing their satisfaction levels and performance.

CONCLUSION :

In this study the objective was to explore employee retention and engagement activities in various organizations and to examine the factors influencing them by consulting various research papers. After an analysis of the literature review, it is evident that organizations across various industries recognize the essence of employee retention and engagement for their overall success. Engaged and satisfied employees are tend to be loyal, committed and productive leading to reduced employee turnover rates and increased organizational performance. A wide range of employee retention and engagement activities have been identified, although it's essential to acknowledge that the effectiveness of these activities can differ based on factors like organizational culture, industry norms and individual employee preferences. Therefore, it is necessary that organizations first assess their distinct context and then tailor the retention and engagement strategies accordingly.

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