

# Employee Retention and Employees' Satisfaction with Job

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## ABSTRACT

**Introduction:** *The human resource has developed into a useful source for businesses to acquire a competitive edge over rival businesses in the competitive and dynamic climate of today.*

**Aim of the study:** *the main aim of the study is Employee Retention And Employee Satisfaction With the Job*

**Material and method:** *Different approaches, including mean, standard deviation, trend analysis, t-test, etc., were used to examine the data.*

**Conclusion:** *After the study is conducted and results are drawn it is concluded that the career development program*

## INTRODUCTION

### Employee Retention

The human resource has developed into a useful source for businesses to acquire a competitive edge over rival businesses in the competitive and dynamic climate of today. Companies nowadays rely more and more on their human resource skills. The famous industrialist of the 19th century, Andrew Carnegie who is known for his most powerful and prominent corporations in the US captured the key importance of the workforce in his quotation, "Take away my factories, plants, railroads, ships, transportation, money, and everything; but leave my key employees, and I will have them all again in two or three years." Therefore, it is a must for every organization to explore the various factors affecting employee retention.

Information technology advancement has brought the importance of human resources to center point, more than ever before (Jyothi and Venkatesh, 2006, p. 1). The quality of services that companies provide to their customers has become a critical competitive advantage. Service sector industries have become intricate in terms of their human resource. Highly skilled, knowledgeable, experienced, devoted, and committed employees are required to perform daily operations or activities. Consequently, for the organization's seamless operation, a qualified and experienced, qualified, motivated, and competent workforce is required. In today's competitive scenario, the most important task of organizations is to identify, select, and effectively utilize competent employees to improve their functional efficiency and productivity. Globalization, privatization, and liberalization have all created opportunities for the healthcare sector to expand. Many opportunities have already been created in the healthcare sector. Due to international cooperation, globalization cannot be halted. Organizations can no longer categorize themselves with only one nation since they have grown less country-specific.

## LITERATURE REVIEW

Kanyumba Blessing (2018) conducted a quantitative research study on training and retention and used a structured questionnaire for data collection from the population. The population of the study was found to be 110 healthcare

employees at a private hospital and survey methods were used in the study. The response rate of the survey was found to be 89 percent. The study findings revealed that the effectiveness of the service rendered by the professionals was influenced by training practices. The study also revealed that improvement in service delivery was also influenced by retention strategies. Thus, the organization has to provide adequate training programs, rewards for good performance, adequate resources, etc for retaining employees and increasing the effectiveness of the delivery.

Meghan M . Biro (2018) has pointed out that employers who are not focusing on training are going to lose in terms of employee performance, employee engagement, and employee retention. According to a study conducted by LinkedIn's Workforce Learning Report 2018, most of employees have reported that they will remain in the organization if the organization invests in their career. Development is not considered as an optional or compromising aspect today in the competitive world. Today, employers are more concerned about their employee's development and help the employees to enhance their skills through effective training programs. It is carried out through various means like offering microlearning, development of soft skills, involved managers experiential learning, etc.

Juliet Omoikhudu (2017) has conducted a study on employee training and retention. The results of the study depict that training has no significant impact on employee retention. There are other factors found a significant impact on employee retention like financial and nonfinancial rewards, working environment, salary, communication, and skill development. These factors are to be effectively managed by the company to prevent its workers from quitting their positions.

Scott Conley (2017) has pointed out that organizations are not interested in investing their money and time in employees. On the other hand, if adequate investment is not made to enhance the skills and growth of the employees, they are not going to stay in the organization. According to Naylor's Association clients, the majority of the employees are not given any training program in their organization and most of the employees stated that if professional development programs are offered by their organization, they will increase their value and worth to remain in the company. Workplace training is useful for self-development and is worth to the organization for the retention of employees. According to the American Academy of Physical Medicine and Rehabilitation, investing in employee training and development has significantly increased the retention rate of employees.

Jassen Bowman (2016) has pointed out that firms are investing millions in training programs because they are very clear with the outcome of it. According to a survey, one-third of the newly employed employees quit their jobs within six months. The main reason why they quit their job was found to be a lack of skills and career growth in their profession. Another study conducted in 2006 also reveals that career growth and development were found to be the second main justification for workers to stay on the job for an extended amount of time. Therefore, it is obvious that training plays a crucial role in keeping workers. Employee retention in all enterprises can be done by providing continuous education and training to the employees. This leads to an increase in employee satisfaction and turn increases the retention of employees. Proper training with clear objectives, team activities, etc will enhance the employee's skills and bring satisfaction and retention.

## **METHODOLOGY**

A questionnaire created especially for the research was used to conduct the survey. The questionnaire is divided into two sections, A and B. The questionnaire's section A comprises the respondents' data. Age, gender, position, income, education, and other factors are included since they each have an impact on the research. Employee opinions or replies are requested in Part B of the questionnaire to assess the impact of the career development program on employee retention. To collect information, a questionnaire was sent to all personnel levels, including operational, managerial, and supervisory. In most cases, a basic dichotomous scale was also utilized in part A of the questionnaire, which was based on a nominal scale.

**Analysis of Data**

These basic data have been collected, collated, analyzed, and interpreted using the proper analytical techniques. To ensure that the data was comprehensive, correct, and consistent, editing was done. The data was then numerically coded to enable the creation of groups with related properties. After the data had been verified, it was organized in a way that made it possible to examine it. The Statistical Package for Social Sciences (SPSS 21.0) was used to code the quantifiable data from the surveys and conduct the analysis. Because it was simple to use, SPSS 21.0 was chosen. The data gathered from the survey was then analyzed using statistical methods.

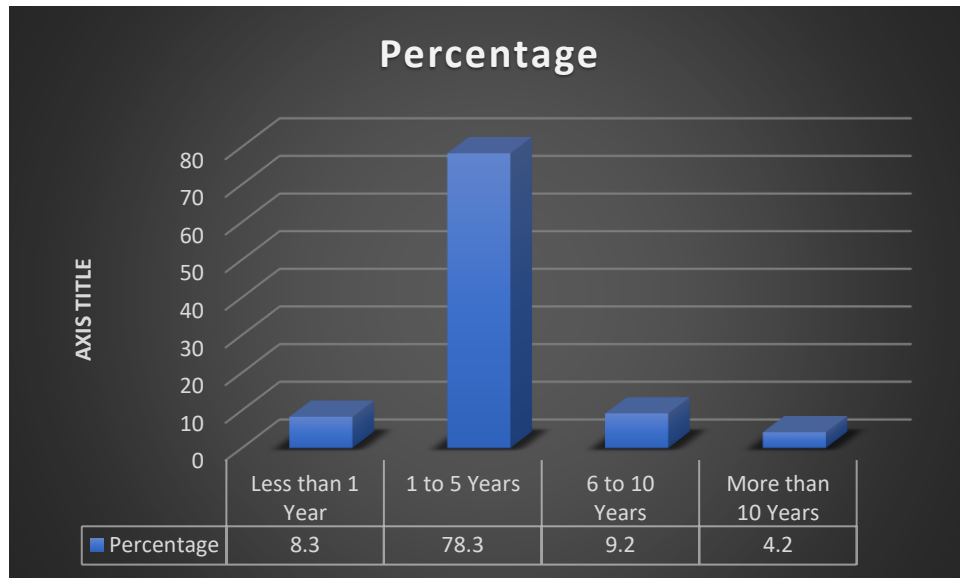
The data analysis included both descriptive and inferential statistics as assessment methods. The sampling frequency was used to draw statistical conclusions regarding respondents' opinions. Different approaches, including mean, standard deviation, trend analysis, t-test, etc., were used to examine the data. The hypotheses were tested using the chi-square and ANOVA tests. Below is a quick explanation of the statistical methods used for this study and the reasoning behind them.

**RESULTS****Demographic Profile of Respondents***Experience with Present Company*

Most respondents (N=94, 78.3%, percentage) have worked for their present employer for the last one to five years, followed by those who have worked there for six to ten years (N=11, 9.2%, percentage). Only 4.2% of respondents (N=5) had worked for the present firm for more than ten years, while 8.3% of respondents (N=10) had less than a year's worth of work experience.

**Table 4.1: Experience with the Present Company**

<b>Experience</b>	<b>N</b>	<b>Percentage</b>
<b>Less than 1 Year</b>	10	8.3
<b>1 to 5 Years</b>	94	78.3
<b>6 to 10 Years</b>	11	9.2
<b>More than 10 Years</b>	5	4.2
<b>Total</b>	<b>120</b>	<b>100</b>



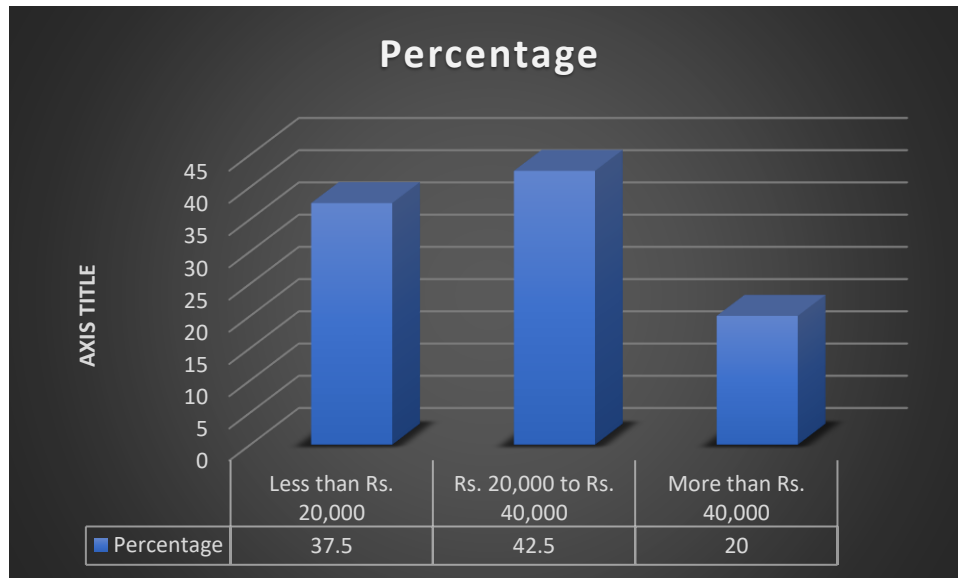
**Figure 4.1: Experience with Present Company**

**Monthly Income of Respondents**

As shown in table 4.10, respondents were split into four groups based on their monthly income. Most respondents (N=51, Percentage=42.5) have monthly incomes between Rs. 20,000 and Rs. 40,000, followed by Rs. 20,000 or less (N=45, Percentage=37.5). 20% of respondents (N=24) reported monthly incomes that were more than Rs. 40,000.

**Table 4.2: Monthly Income of Respondents**

Monthly Income	N	Percentage
Less than Rs. 20,000	45	37.5
Rs. 20,000 to Rs. 40,000	51	42.5
More than Rs. 40,000	24	20.0
<b>Total</b>	<b>120</b>	<b>100</b>



**Figure 4.2: Monthly Income of Respondents**

**Employees’ Satisfaction With Job**

*Satisfaction with Clarity of Human Resource Policy*

8.33% of respondents (N=10) and most respondents (N=75, percentage=62.50) are extremely happy with the clarity of the human resource policy. While 16.67% of respondents (N=20) are unhappy with the clarity of the human resource policy, 12.50% of respondents (N=15) are neither satisfied nor unsatisfied. The expected satisfaction of respondents with the clarity of the human resource policy is indicated by the average score (3.60).

**Table 4.3: Satisfaction with Clarity of Human Resource Policy**

Response	N	Percentage
Highly Dissatisfied	3	2.50
Dissatisfied	17	14.17
Neutral	15	12.50
Satisfied	75	62.50
Highly Satisfied	10	8.33
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Mean Score</b>	3.60	
<b>Level</b>	<b>Satisfied</b>	

The data is cross tabulated as shown in table 4.4 to determine the respondents' levels of work satisfaction.

**Table 4.4: Cross tabulation between Nature of Job & Satisfaction with Clarity of Human Resource Policy**

Satisfaction Level	Nature of Job			Total
	Operational	Supervisory	Managerial	
Highly Dissatisfied	0	3	0	3
Dissatisfied	6	8	3	17
Neutral	3	9	3	15
Satisfied	45	21	9	75
Highly Satisfied	10	0	0	10
<b>Total</b>	64	41	15	120

ANOVA test is used to determine the effect of respondents' work type on their degree of satisfaction, and the findings are shown in table 4.5.

**Table 4.5 ANOVA result for Cross tabulation between Nature of Job & Satisfaction with Clarity of Human Resource Policy**

Source of Variation	Sum of Squares	Degree of Freedom	Mean Sum of Squares	F-Ratio	Significance
Between Samples	12	2	7.393	10.056	0.00
Within Samples	86.014	117	0.735		
<b>Total</b>	100.8	119			

The findings show that there are considerable differences in respondents' levels of satisfaction about the nature of their jobs. It follows that respondents' levels of satisfaction with the clarity of human resource policies vary depending on their line of work.

#### ***Satisfaction with Employee Grievance Handling Mechanism***

The findings of the survey asking respondents if they are happy with the employee grievance handling mechanism are shown in table 4.6. The average score is 3.33, indicating that respondents are neither happy with the employee grievance handling mechanism nor dissatisfied with it.

**Table 4.6: Satisfaction with Employee Grievance Handling Mechanism**

Response	N	Percentage
Highly Dissatisfied	12	10.00
Dissatisfied	20	16.67
Neutral	20	16.67
Satisfied	53	44.17
Highly Satisfied	15	12.50
<b>Total</b>	<b>120</b>	<b>100</b>
<b>Mean Score</b>	3.33	
<b>Level</b>	<b>Neutral</b>	

The data is cross tabulated and shown in table 4.7 to determine the respondents' degree of work satisfaction.

**Table 4.7: Cross tabulation between Nature of Job & Satisfaction with Employee Grievance Handling Mechanism**

Satisfaction Level	Nature of Job			Total
	Operational	Supervisory	Managerial	
Highly Dissatisfied	0	12	0	12
Dissatisfied	9	8	3	20
Neutral	3	14	3	20
Satisfied	39	5	9	53
Highly Satisfied	13	2	0	15
<b>Total</b>	<b>64</b>	<b>41</b>	<b>15</b>	<b>120</b>

ANOVA test is used to determine the effect of respondents' work type on their degree of satisfaction, and the findings are shown in table 4.8.

**Table 4.8: ANOVA result for Cross tabulation between Nature of Job & Satisfaction with Employee Grievance Handling Mechanism**

Source of Variation	Sum of Squares	Degree of Freedom	Mean Sum of Squares	F-Ratio	Significance
Between Samples	51.627	2	25.814	25.881	0.00
Within Samples	116.698	117	0.997		
Total	168.325	119			

The findings show that there are considerable differences in respondents' levels of satisfaction about the nature of their jobs. It follows that respondents' levels of satisfaction with the Employee Grievance Handling Mechanism vary depending on their line of work.

## CONCLUSION

After the study being conducted and results being drawn it is concluded that the career development programme is the main area of focus in today's scenario however many of the organizations are still not aware of these programmes in developing country like India as compared to the other developed countries.

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