

Employee Retention And Hrm Strategies In Public Sector Organisation- A Case Study , Special Reference To Coimbatore District

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Abstract- HR are the life-blood of any organization. Despite the fact that a large portion of the associations are currently a days, observed to be innovation driven, yet HR are required to run the innovation. They are the most essential and dynamic assets of any association. Long haul wellbeing and achievement of any association relies on the maintenance of key representatives. As it were, consumer loyalty, hierarchical execution as far as expanded deals, fulfilled associates and revealing staff, compelling progression arranging and so on., is reliant upon the capacity to hold the best representatives in any association. Urging workers to stay in the association for a significant lot of time can be named as representative maintenance. It is a procedure in which the workers are urged to stay with the association for the most extreme timeframe or until the fulfillment of the undertaking.

Keywords- Innovation, dynamic, workers etc

I. INTRODUCTION

In the present situation, a noteworthy test for an association is to hold its important and skilled workers. The administration can control the issue of workers stopping the association inside no opportunity, all things considered, yet can't put a total full stop to it. An association can't survive if the best entertainers quit. It needs representatives who are faithful and buckle down with full devotion to accomplish the association's target. It is fundamental for the administration to hold its profitable representatives who think for the association and contribute their level best. A worker who spends a more extended term at a specific association knows about the tenets, rules and arrangements of the association and along these lines can alter better. Worker Retention alludes to the systems utilized by the administration to enable the representatives to remain with the association for a more drawn out timeframe. Worker maintenance procedures go far in propelling the representatives with the goal that they adhere to the association for the greatest time and contribute viably. Earnest endeavors must be taken to guarantee development

and learning for the representatives in their present assignments and for them to make the most of their work.

Worker maintenance has turned into a noteworthy worry for corporate in the present situation. People once being prepared tend to move to different associations for better prospects. Lucrative compensation, agreeable timings, better climate, development prospects are a portion of the elements which incite a representative to search for a change. At whatever point a capable worker communicates his readiness to proceed onward, it is the duty of the administration and the human asset group to intercede instantly and discover the correct reasons prompting the choice.

II. REVIEW OF LITERATURE

Maertz & Campion stated "relatively less turnover research has focused specifically on how an employee decides to remain with an organization and what determines this attachment...retention processes should be studied along with quitting processes".

Zineldin, has viewed retention as "an obligation to continue to do business or exchange with a particular company on an ongoing basis".

Cutler viewed that "one of the most important demands on management today in any organization is keeping the most vital and dynamic human resources motivated and dedicated. It is not important to see who the organization hires but what counts is that who are kept in the firm".

Gberevbie has stated that "employee retention strategies refer to the plans and means, and a set of decision-making behavior put formulated by the organizations to retain their competent workforce for performance."

III. OBJECTIVES OF THE STUDY

The study has under taken to:

1. To study the various factors which affect retention initiatives in an organization?
2. To explore the relation between various factors and job satisfaction.

IV. DATA BASE AND METHODOLOGY

Both primary and secondary data have been exclusively used for the study. Primary data have been collected from the sample employees in the respective division by campaigning a structured questionnaire. The secondary data have been collected from the sources of Management Review, Journal of Organizational Behaviour, Indian Journal of Industrial Relations, Personnel, Decision, etc, and from the records of the Office of Sungam and Gandhipuram divisions.

V. SIZE OF THE SAMPLE

In the first stage, out of 6 TNSTC divisions operating in Coimbatore District two divisions constituting 35 per cent have been selected for the study. Further, out of a total employees of Operating and Maintenance Staff of 372 about 130 accounting for 35 per cent have been chosen as sample. Similarly, in Gandhipuram division, out of total Operating and Maintenance Staff of 302, about 105 accounting for 35 per cent have been chosen as the sample. The simple random sampling technique has been employed to select the sample respondents.

Table 1: Management provides recognition for achievement (Figures in Number)

S.No	Level of Agreement	Sungam Division		Gandhipuram Division	
		No. of respondents	% to Total	No. of respondents	% to total
1	Strongly Agree	28	21.54	28	26.67
2	Agree	46	35.39	27	25.71
3	Neutral	20	15.39	16	15.24
4	Disagree	22	16.92	21	20
5	Strongly Disagree	14	10.76	13	12.38
Total		130	100	105	100
Chi-square Value = 2.82 df=4, Table Value = 9.49					

Source: survey

As evident from the table the proportion of employees that agree and strongly agree with the assertion stood major at 35.39 per cent and 21.54 per cent in Sungam division and 25.71 per cent and 26.67 per cent respectively in Gandhipuram division. Thus more than 50 per cent of the employee respondents, in both the divisions of TNSTC under review, affirmed that they are provided with recognition by management for their achievement. However,

disagreeableness is seen mostly with Gandhipuram division at 20 per cent as against and 12.38 per cent that strongly disagreed it is against meager figures of disagreeableness in Sungam division.

Table - 2: Management usually rewards best performance (Figures in Numbers)

S.No	Level of Agreement	Sungam Division		Gandhipuram Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	8	6.15	22	20.95
2	Agree	32	24.62	40	38.09
3	Neutral	45	34.62	24	22.86
4	Disagree	21	16.15	15	14.29
5	Strongly Disagree	24	18.46	4	3.81
Total		130	100	105	100
Chi-square Value = 26.74** df=4, Table Value = 13.3					

Source: survey

It is evident from the fact that 38.09 per cent of Operating staff of Gandhipuram division, as against 24.62 percent of Sungam division, agree that the management provides rewards for best performance. Similarly 20.95 per cent of Gandhipuram division, as against 6.15 percent of Sungam division strongly agree to the statement. No doubt, disagreeableness is also seen but it is comparatively more with Sungam division as 16.15 per cent disagreed and 18.46 per cent strongly disagreed against meagre proportion of Gandhipuram division.

Table -3: Received opportunities for contribution to the organization (Figures in Numbers)

S.No	Choice of Response	Sungam Division		Gandhipuram Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	45	34.61	18	17.14
2	Agree	25	19.23	28	26.67
3	Neutral	27	20.77	21	20
4	Disagree	19	14.62	26	24.76
5	Strongly Disagree	14	10.77	12	11.43
Total		130	100	105	100
Chi-square Value = 11.20* df=4, Table Value = 9.49					

Source: survey

It is interesting to observe from the data that the opinion given by the respondents show that the extent of employee agreement in this regard is more than disagreement. It is evident from the fact that 34.61 per cent of the employee respondents of Sungam division strongly agree that they received opportunities for contribution and it is against 17.14 per cent of Gandhipuram division. Similarly, 26.67 per cent of those in Gandhipuram division agrees to the statement compared to 19.23 per cent of Sungam division. In between the two divisions the employee opinion are a mixed bowl.

Table – 4: Encouragement to new and improved ways of doing things (Figures in Numbers)

S.No	Level of Agreement	Sungam Division		Gandhipuram Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	11	8.46	24	22.86
2	Agree	58	44.62	31	29.52
3	Neutral	30	23.08	28	26.67
4	Disagree	15	11.53	17	16.19
5	Strongly Disagree	16	12.31	5	4.76
Total		130	100	105	100
Chi-square Value = 16.50** df=4, Table Value = 13.3					

Source: survey

It is evident from the fact that 44.62 per cent of the employees of Sungam division agree that they received encouragement for doing things in new and better ways as against 8.46 per cent of Sungam division, whereas 20.86 per cent of Gandhipuram division strongly agree to the statement against meagre 8.46 per cent of Sungam division. Moreover, a sizable number of respondents of 26.67 per cent from Gandhipuram division as against 23.08 per cent of Sungam division stated strongly disagreed.

Table - 5: Training leads to improvement in job performance (Figures in Numbers)

S.No	Level of Agreement	Sungam Division		Gandhipuram Division	
		No. of respondents	% to Total	No. of respondents	% to Total
1	Strongly Agree	52	40	32	30.48
2	Agree	40	30.76	49	46.67
3	Neutral	19	14.62	6	5.71
4	Disagree	7	5.39	8	7.62
5	Strongly Disagree	12	9.23	10	9.52
Total		130	100	105	100
Chi-square Value = 10.14* df= 4 Table Value = 9.49					

Source: survey

It is evident from the fact that 40 per cent of Operating staff of Sungam division strongly agree that the training leads to improvement in job performance. It is as against to 30.48 per cent who so opine in Gandhipuram division. Further, those agree stands at 46.67 per cent of Gandhipuram division and affirm to the statement as against 30.76 per cent of Sungam division. However, from Gandhipuram division as 7.62 per cent of employee respondents disagreed when compared to 5.39 per cent of Sungam division and further 9.52 per cent of Gandhipuram division strongly disagreed with the assertion that training leads to improvement in job performance.

VI. CONCLUSIONS AND SUGGESTIONS

HR are mind boggling and difficult to get it. These are the advantages which can make and also break an association. Holding them will help in the long haul development of an association and will likewise add to their

altruism. In any case, the most troublesome errand looked by an association today is holding and additionally fulfilling these assets. Despite the fact that the examination paper attempted its level best to uncover the different research works done and the commitments sent by different scientists in the region of representative maintenance and occupation fulfillment, yet at the same time much extension stays for more investigation in the field of worker maintenance and it by taking in to thought the variables like pay practices, administration and supervision, vocation arranging and advancement, elective work routine, working conditions, adaptable working hours and so forth., Needless to state that these endeavors ought to be directed by HR experts.

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