Chapter 2: Literature Review
<table>
<thead>
<tr>
<th>2.0</th>
<th>Introduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Literature Review</td>
</tr>
<tr>
<td>2.2</td>
<td>Conclusion</td>
</tr>
</tbody>
</table>
The chapter of literature review aims at re-visiting research already carried out in this area. An attempt is being made to capture the past research done. An honest attempt is being made to reproduce such articles giving credit for the work to the original authors. The literature review is crucial as it helps in taking the past research more extensively. Past research provides an helping hand to the present research and helps in building the gap between the past research, present research and also the future research.

2.1 Literature Review

2.1.1 Bisen. V and Priya 2009

1
The research done by these researchers shows sector-wise analysis that is BPO, ITes and aviation sectors will witness attrition level of as much as 40-45 per cent this year, followed by retail and telecom (35-40 percent), IT (30 percent), Pharmacy and infrastructure (20-25 percent), while research and development will see 15-20 percent of attrition.

The Indian retail market, which is the fifth largest retail destination globally, has been ranked as the most attractive emerging market for investment in the retail sector (A.T. Kearney's 2009). In 2007, the retail trade in India had a share of 8-10% in the GDP (Gross Domestic Product) of the country. In 2009, it rose to 12%. It is also expected to reach 22% by 2010. Among the 500 top retailers in Asia-Pacific 17 Indian retailers mark their position, as against 87 from China, 72 from Japan, 48 each from Korea and Taiwan, 40 from Australia, 38 from Hong Kong and 31 from Singapore (Retail Asia July 2008).

According to the Compare Info base Limited, 2007, almost all the sectors in India are facing attrition, but the reasons and effects are unique to each sector like 50% in retail sector, 50% BPO sector, aviation 46%, telecom 30%, financial 40%, FMCG 17%, manufacturing, biotechnology 35%, pharmaceuticals 32% (Niketh S. 2008). The no.1 reason for this growing attrition rate is compensation unfairness. 21% of the organizations who took part in the survey said that their employee left the organization because they got offers from other organizations offering better pay packages. The no. 2 reason was less growth opportunities and no. 3 reason was role stagnation (Hewitt’s 2006).
2.1.2 Rizwana Khatun, 2009

The researcher deals with the problems of acquiring and retaining workforce. The researcher states that the industry is facing a severe shortage of talented professionals. With the advantages like penetration in rural India, retail sector provides the largest number of employment opportunities to the Indian youth. However, faced with high levels of stress and lack of proper career plan, many young professionals are leaving the industry. This study is done based on the model developed by Firth et al. which helps us to find the reasons that account for employee turnover. Multiple regression analysis has shown organizational stressors, job stress and commitment to have a stronger impact than job satisfaction towards intentions to quit. As retail industry continues to grow, employee retention is likely to remain a big challenge.

2.1.3 Cooman and Geiter, 2009

This research paper deals with the individual’s organizational behavior and work ethics i.e. person – organization’s fit. This paper concluded saying socialization mechanism and attrition mechanism both of them exist in an organization simultaneously. As per them extrinsic rewards like security, career, recognition etc play a lot important role in comparison to social services. If the match between own and organizational values is less at the entry point then that individual would leave the organization over a period of time, making person organization fit an efficient predictor of turnover.
Value congruence keeps increasing as the individual spends time in the organization. So it is important to concentrate more on socialization as a mechanism. This can help the organization to retain the employees. If the future retention has to be avoided, it is a must to attract and select a person with good P – O fit.

2.1.4 David Allen and Phil Bryant, 2010

This paper deals with the Pent up turnover. As the market improves a lot of employees shall be in search of better options. When the job market improves, many employees who have had few options will be looking for new alternatives. Employee turnover can be expensive, disruptive, and damaging to organizational success. Despite the importance of successfully managing turnover, many retention management efforts are based on misleading or incomplete data, generic best practices that don't translate, or managerial gut instinct at odds with research evidence. We synthesize volumes of academic research on employee turnover into a practical guide to managing retention. Turnover fictions are dispelled and replaced by research-based facts. Keys to diagnosing and managing employee turnover are presented such that readers can effectively manage employee retention today. These ideas are invaluable to audiences from CEOs who care about the impact of turnover on the organization's bottom line to the Managers who suffer the most when their best talent leaves; from Human Resource Professionals whose career success may depend on effectively managing turnover to students mastering new knowledge and skill sets.
2.1.5 Dr Louis Metclaf, 2010

These researchers have surveyed and found that employee turnover was very high and increased substantially from 2008 to 2010. They found that although employees may not have switched off from the job due to fear of finding a new job but they were already emotionally disconnected from the job. Metclaf felt that all the classical theories of retention were a failure but instead an organization should focus on top talent employees, full employment lifespan of an employee, psychological expectation of the employees has to be kept in focus, focus on the factors which drive performance of the employees.

2.1.6 Markos & Sridevi, 2010

The authors of this research paper titled Employee Engagement: The Key to Improving Performance feel that employee engagement is very crucial for organization’s development and performance. Employees who are engaged do get emotionally attached to the organization and they also then do their job with a better enthusiasm and satisfaction. The companies which have engaged employees have low attrition rate and they can retain their employees better. Decision on employee engagement should take cost and benefit collectively into consideration so that there can be balancing out of cost benefit analysis. Employee engagement should start from Day 1 of
joining of the employees with induction and orientation, followed by open communication at all the levels. There should be an eye on the performance of the employees and the highly performing employees should be rewarded at the right time.

2.1.7 Holtbrugge and et al, 2010

Personal recruitment and retention are two major challenges faced by the foreign firms in India. Unique and specific potential of the employees determines the success of the organization. This paper stresses on the importance of HRM in gaining competitive advantage. All the foreign firms who face HRM practices according to RBV are the most successful ones. In a volatile Indian labour market organizations can gain competency, only if they polish their HRM policies. Number of qualified applicants for the jobs can be increased only if the organization does personnel marketing by enhancing their own brand image too. There is a strong competition between domestic and foreign firms in terms of labour competitive advantage. IT and BPO foreign firms success factor depends on not only labour but also knowledge intensive human resource.

2.1.8 Singh, and et al, 2010

An organization feels strengthened by its knowledge power and that is indicated by the knowledge worker. HR of an organization needs to build up policies and strategies to retain such knowledge workers. This paper did
the research in the ITES sector of Chandigarh, Mohali and Panchkula. Retention is a process where maximum no. of employees have to be kept active and productive. Researcher has tried to establish a relationship between job satisfaction and employee retention. It was found that in all the organization which was surveyed, there was a strategy for employee retention. Non monetary measures like job enrichment, job rotation, participation in management, public recognition of merit and exit interviews found a lot of importance for employee retention. As and when a new employee joins initial handholding is very important so that the same employee can get motivated to remain in the organization for a longer period of time. New employees are for the similar reason given weekly feedback on the performance and also a friendly environment is provided. Some of the organizations also had specific women related policies to retain women for eg. Concession in timing for the night shift. Some of the organizations were also suggested Fun related activities so that the employees feel motivated.

2.1.9 Kumari and Sita , 2010

The researcher studied the competency of various Pharmaceutical Organizations. It’s very important nowadays to create a new form of competitive environment in the organization. Competency based HR policies can add value to the organization. Competency based functions are beneficial to the employee as well as the employer. Competency can be done by effective talent management process. Recruitment, training,
performance appraisal and learning can be a few ways of talent management. If talent management is a regular process than the employee also feel motivated and a dual purpose of retaining the employee can be handled.

2.1.10 V.Vijaya and Palishkar, 2011

This paper has two fold objectives of customer churning and employee churning. This thesis has also concentrated on the employee churning aspect. This paper also agrees to the aspect that finding a suitable employee as replacement is very difficult especially for the ones with expertise and special skills. Recruiting a new employee is time, effort and money consuming. Employee retention can affect various stakeholders for eg, customers and it can also lead to loss of productivity and services. New employee takes time to gain the productivity of the old employee. Employee’s churning can be to the rate of 12% - 15%. Employees can leave because of positive and negative reasons. Customer churning can be understood as when the customer stops using the products of one company and replaces it by some other company’s products. Loss of a customer leads to spoilage of reputation of the company, loss of revenue for the company, bad brand image. Employee and customer churn may not be identical but may affect same company at one point of time. Employee churning can also lead to loss of productivity, customer dissatisfaction, and loss of time and efforts. As per this research paper a predictive model needs to be built so that employee churning can be avoided. This predictive
model would consider the present value of the employee, and not believe in the historical data of the employee.

2.1.11 Hanna Hasl Kenchnner, 2011

There should be some points taken care of to retain the employees. There should be a pre employment assessment so that at the time of employment itself one can know how risky an employee they are appointing in terms of leaving the organization. Pay employees what they are worth of stresses on how minimum wages can get the employees for the organization in ample but the same does not help to retain them. Employees need to be paid what they are worth of. Get personal with the employees is one of the effective advices by this article which stresses on how bosses have to regularly keep communicating with the employees. If the employees are known one to one by the bosses than there are better chances to get the feedbacks from them. Work on your communication skills: Employer must be clear and crisp in his communication about the employee turnover and must accept his mistakes if any. This leads to loyalty from the employees. Develop your employees: Lot of employees join an organization very raw and fresh but they aim to reach at top. An effective manager should help an employee grow and plan his career growth with him.

2.1.12 Rabia, Sadaf and et al, 2011
This research paper on Work life conflicts focuses on employee retention because of relationship between work and life. The study has gone in depth to find out the inter relation between the problems which are there at home and at home. Some theorist feel that there is no relation between retention at work place because imbalances and problems in the family life. This researcher also feels that there is not much relation between family conflict, work life conflict and employee retention. People do not intentionally want to leave their jobs even if there is work life conflict. This study was with special focus on Pakistan and sample size being only 150.

2.1.13 Bisen V and Priya 2011

A Study of selected organized retailer in Lucknow City by the researchers looked at the factors influencing the retail markets in India and concluded that retail is influenced by young working population, hefty pay-packets, nuclear families in urban areas, increasing working-women population, increase in disposable income and customer aspiration, increase in expenditure for luxury items, and low share of organized retailing. The retail industry faces the difficult and costly challenge of recruiting and retaining the best talent. There are many factors that may limit the ability of retailers to keep valued employees, and it is essential to understand what employees’ value, that can cause them to stay and perform well. The rapid growth of retail sector is the major concern of employee’s retention problem because employees now have immense opportunity in their service period. Youngsters join the retail industry at lower salaries, get
some much-needed experience and then move on to better jobs or back to school. The objective of this paper is to find out the various reasons why employees leave the job and suggest recommendation for employees’ retention in retail sector. With special reference to study of selected organized retailer in Lucknow city, Uttar Pradesh. The study concluded that employees leave organizations due to career growth opportunities, better pay package, personal reasons, job security and skills not properly utilized. They also suggest the following as retention strategies: better or improved remuneration, proper increments, transparent appraisal system, better job conditions, employees counseling, social gathering (parties, picnics), etc. He found that job stressors like work overload, job ambiguity, etc. are the factors that trigger the chain of psychological states that lead to intention to quit. They suggested that supervisor support can reduce the impact of stressors on psychological states and intentions to quit. Monitoring workloads and supervisor-subordinate relationships by management may not only reduce stress but increase job satisfaction and commitment to the organization. The first reason why companies don’t like losing good employees is costly is that the investment in training is significant and the cost is spread out over the course of the trainee’s employment. If it costs $2,000 to hire and train an employee, and that employee only stays for a month or two, the cost implications are disastrous. The research also states that Training can help revitalize personnel. For an increasing number of people, the chance to learn new skills is a significant personal goal for both the career opportunities education can provide and for the chance to do something a little different (Mendonsa, 1998).
2.1.14 Mishra Sita and Gupta Bindu, 2011

This paper states that youngsters join the retail industry at lower salaries, get some experience and then move on to better jobs or back to education. The work pattern of retail industry requires employees to put in long hours of work which generally cause fatigue and lower motivation among employees. There is increasing work pressure, in particular from work overload, time pressures and deadlines, staff shortages and turnover rates and long working hours. Many retail companies are struggling to come out of this situation by emphasizing on the career path in their organizations through strong human resources initiatives, trying to create emotional bond with employees, using retention tools like raising salaries, offering incentive-based targets etc. They have realized that effective retail store management depends on motivated, satisfied and loyal employees who will be productive, maintain work schedules, and develop tenure with the firm. In order to motivate, keep satisfied and productive employees, retail store managers must know which dimensions of the job are most important and most satisfying to employees. However, the concept of motivation is a complex one, therefore in this paper, rather than providing a comprehensive overview of motivation and its possible determinants, we endeavor to extract the key motivators that impact on the satisfaction in Indian retail sector.

2.1.15 Matt Quinn, 2011
Wal-Mart the organization under the researcher’s study believes in being creative in retaining its employees. Wal-Mart also feels that employee retention is very crucial and for that they have come out with very creative ideas by proposing that all the employees who have spent more than one year as full timer or 3 years as part timer in the organization should be given education perk. Employees are given an option of procuring an online university degree. This thought came into the organization because they found that during recession salaries of the employees are stagnant and they may run for a better opportunity as soon as new job with better scales is available.

2.1.16 Rao Aparna, 2011

Author of Employee Retention-A real time challenge in global work environment feels that employee retention is a crucial issue and difficult to handle as each individual is different and has to be handled differently. Retention strategies must become a part of the HR policy of the organization in totality and not to be followed in isolation. Atmosphere at work place should be happy one. Employees should enjoy coming to the work place. Organization’s HR must take effort to understand every employee’s problems and try to solve them creatively by personally getting involved. Attrition in the organization can be reduced by keeping the communication channels open. Open Communication channels encourage loyalty among the employees. One of the pillars of success is great work environment. Now that people have lots of opportunities available, they
get bored of the present work very soon. So it is the employer’s challenge to keep the work environment exciting. Bosses should also not keep unrealistic expectations from the employee. A rightly paid employee is never dissatisfied so an employer should always pay attention to monetary dissatisfaction. A new employee overpromises or speaks lie at the time of interview, so employee recruitment should be done with lots of care.

**2.1.17 Ananthan and Rao, 2011**

Author of this researcher paper reflects on the employee retention strategies of Indian Co. and MNCs in Bangalore. He says that it is not only difficult to retain right people with right skill in right place but also to retain the talented people in the organization. There is scarce labour and over and above that new companies are in competition to grab the talent. This paper feels a need for orientation strategies, motivation strategies, employee benefit strategies and employee idea generation strategies. If a company wants to attract talent they must continuously work out on their HR strategies which stress on attracting talent.

**2.1.18 Sandhya and Kumar, 2011**

This research paper concentrates on few motivating aspects which can be responsible for employee retention. Employee retention is a process which ensures that the employee remains with the organization for the longer period of time or till the closure of the project. Retaining employee is
important not only for saving the costs but also to protect oneself from poaching. Employee retention is important for turnover costs. Another significance of retention is saving the information of the organization. The relationship between the customer and the organization breaks if the employee dealing with the customer suddenly leaves the organization. Company’s goodwill also pays an important role in the retention of the employee. There are some bottom level standard strategies followed by almost all the organization to retain the employee. Then there are mid level employee strategies like performance appraisal, family benefit program, workplace environment, training and development and recognition to the employee which play an important role in employee retention. There are also high level strategies like promoting life/work effectiveness, understanding employee’s esteem needs, professional training and development, an environment of trust and hiring right people for right jobs at the right time. Giving gifts at certain occasions or festivals can also be the motivators for the employees. Recreation facilities for the employees can also be a small step to keep the employee away from the day to day stress.

**2.1.19 Garg and Jain, 2011**

BPO is the epicentre of change and it has been driving our Indian Economy. In 17 years of Evolution India is booming with BPO fever accompanied by a high attrition rate of 55%. As per this research paper attrition can be controlled by competency mapping. Introduce, build and reinforce are the 3 levels introduced in this paper. Reason found of attrition in this industry is
push from inside rather than the pull from outside. The university under
discussion in this paper identifies the best areas of the employee, trains
him and then internal job posting is done accordingly. This is how job can
be build up as career. This organization has combated attrition by mapping
competency. Communication through internal job postings plays a very
important role in informing the employees about the new job offers.

2.1.20 Akila R, 2012

This research paper by Akila concentrates on the basic needs of the
employee because of which the employees are dissatisfied. This
dissatisfaction is the threat to employee’s turnover. As per this paper
Employee retention is a process in which the employee is motivated or
encouraged to remain with the company till the longest period of time or
till the completion of the project. Employees nowadays do not have dearth
of opportunities, as soon as they are dissatisfied with an employer/job they
jump over the job for another one. So only an employer can retain his
employees by various retention strategies. Job satisfaction can be improved
by providing adequate on the job training and development, flexible timing,
working conditions. Challenges and frustrations of employee retention can
be handled by departmental feedbacks as a continuous process. Music at
work place can improve the environment around. Employee’s complaints,
problems and stress level should be handled at weekly basis. HR of the
organization should be able to solve the employee’s problems creatively.
2.1.21 Kaur Chanjyot, 2012

Author of this research paper stresses on the fact that it is difficult for the organizations now days to find right people with right skills at right place. Managers at the top have to concentrate on effectiveness of the work force, talent management and managing core employment value proposition. Employee retention is the objective of the smart organizations. If the employee is retained he gets a stable career and job certainty or job security. They will then become more loyal to the organizational mission and goal. They expect a rewarding and motivating boss, transparent and two way communications about strategies and company goals. HR Managers must get out of old thought of building a generalized policy for all the employees but a customized need based policy design is required which looks into short term goal fulfilment not only of the employee but also of the organization. HR should work as a strategic partner and contribute to the growth of the organization.

2.1.22 Ritu and Ravindra, 2012

In most of the organization’s CEO’s basic aim is to retain the talent and this research paper concentrates on the same issue. Almost all the sectors concentrate on retention more than recruitment. In BPO sector the situation is very alarming as the attrition rate is very high. Managers now understand that having talented Human Resource is a competitive advantage. There are more than one reasons for the young professionals to
leave like low growth opportunities, less paid job, higher education, relation with the bosses, health problems etc. One more reason for employees to leave is the organization’s culture and work environment. In BPO sector highly stressful jobs do not allow employees to maintain a balance between professional and personal lives. In the Indian Scenario family relations and life are given if not less but equal importance to decide on the professional decisions. Demographic factors like age, education also play an important role on retention. With growing experience also an employee’s job priority changes. As an individual matures, his priority shifts from salary to organizational culture, career growth etc. It depends on the organization to identify the priority areas of the employees and provide them attractive offers in the organization or allow him to leave.

2.1.23 Bliss PR, 2012 ²³
In this research paper it has been found that employee turnover in retail industry is slowly increasing for which there are reasons like improvement in compensation. There has been 33% improvement since 2011 in part time employee’s retention. Employees have longevity with an organization only if they see the organization growing and there is development prospectus. Compensation is one of the tools used to retain the high performer employees. This study also says pre recession and post recession do not have much effect on the employee turnover. There is also emphasis on career growth and training.

2.1.24 S. Sudha, 2012

The research paper focuses on the aspect that, Employees are the assets of any organization and they have to be taken care of viz a viz motivational practices, humanitarian needs have to be taken care of, potential development of the employee, personal interaction in the case of appraisals, career opportunities and development of the employee.

2.1.25 Terry Mckenna, 2012

The author of this article studied the aspect that, employee retention is cheaper than increasing the sales of the store. He feels that it is important to have an employee retention strategy to retain the good talent. Employee interview, transferable skills, flexible work schedule and fun in the workplace are some important areas where the bosses have to concentrate. Its
very important that the employee is questioned about what keeps him going in the organization?, which are the best skills he/she would like to showcase?, which timings shall be suitable to him/her? And a balance between professional and personal lives by celebrating the success of personal and professional achievements in the organization.

2.1.26 Neil Kokemuller, 2012

Author of this research paper stresses that employee turnover especially of part timers, is 100% in Retail which is alarming. If the employee turnover is more than 25% than some strategies like Career Development Programs, More Training, Increased Pay, Flexibility have to be adopted by the organization. If the company leaders help the new joiners to draw the career graph along than the employee turnover can be low. Retailers who do not induct their employees properly or do not make new joiners comfortable are the one who face the loss of employees. An employee with minimum wages and high job expectation shall be never happy, so there has to be a raise in salary at frequent intervals. Retention can be reduced if the employees feel that they are being understood personally.

2.1.27 Nida Ahmed, 2012

In this research paper author Nida Ahmed has given 12 tricks by which employees can be retained. They are Compensation, Job rotation, employee recognition, healthy management practices, build brand name,
developing a sustainable culture, recruit the right people and create career advancement opportunities, part time employees to be treated with due diligence, make work fun for the employees, balance between work/personal life, employee safety and employee engagement. The success factor for the retail is that customer should be treated as a guest but the employees have to be treated as their own people.

2.1.28 Sinha, 2012

In this paper the author feels that all those organizations who remain updated to the time and the circumstances are the one who shall be able to face the challenges of Employee Retention. Innovations, creativity and flexibility are the 3 elements for the longevity and survival of the organization. Learning and working climate, job flexibility, cost effectiveness, training, benefits, career development, superior-subordinate relationship, compensation, organizational commitments, communication, employee motivation are few of the ways by which employee retention can be improved. Talent management programs have to be organized for extra ordinarily talented and high performing employees. There should be competence & relationship oriented steps and developmental & reward oriented steps to manage the employee retention in the organization. Some of the companies have also found out that some employees hang to an organization with the possibility of getting an opportunity to learn new things, and try new things.


2.1.29 Rehman, 2012

This paper looks into the problems which public sector in Pakistan is facing pertaining to employee retention and turnover. The research has proved that employees who decide to leave also lower their performances which affects organizational performance. Public sector companies should all the more concentrate on setting up an HR team which concentrates on training, development and career growth of the employees. Public sector should also divert their investments to take care of all the HR related initiatives like motivation, job satisfaction, training, career growth, flexibility in job, team building etc.

2.1.30 Fox, Robert J, 2012

This research article has focused on employee retention problems in hospitality industry which is labour intensive in nature. There has been a rapid insertion of technology in this industry and the employees have to face the stress of learning the new technology and use it in day to day jobs. Employees must be motivated to accept the change and this change has to gradual so that the employees do not get shocked by the same. Employees should also be provided with the solutions to the ever increasing problems due to these changes. Employees should feel ownership towards the change and a continuous communication with the employees can help them accept and learn the change. Communication is a success mantra for every industry and so is it for hospitality. Communication strategies should
be build in such a manner that the employees feel being happy in what they are doing in the work area. Open communication at the right time is important and it should flow from top to the bottom. Most of the employees can feel motivated if their personal problems are understood by the organization. If the management is not able to address certain problems then they must outsource a consultancy firm who can help them solve the problems of the employees. There can be a focus group of management and employees who can keep meeting regularly and address the problems of the employees.

2.1.31 Jungegard, and et al, 2012

The researcher in this paper had studied the recruitment and retention issues of Swedish firms in India and found that foreign employers need to understand the concern of the localities and customize the HR policy of retention and recruitment as per the local flavour. They believed that HR should be the only one department responsible for recruitment and all the other departments should send their requirements to the HR. It has been observed that the senior managerial positions do not have as severe problem of attrition as the younger generation. Young new employees are very greedy in terms of salary, career growth, perks and benefits. So challenge remains with the organizations to retain this level of employees. Sometimes the organization compromises, redefines the job roles, increase benefits and retain the employees. If the employee still wants to leave than an exit interview pointers of that employee are taken into consideration for
future application so that future retention can be avoided. Some employees are also given relocation options.

2.1.32 Mathur and Agrawal, 2013

Attrition is a serious problem in Sugar Industry also and the author of this paper tries to handle this problem of the sugar industry by providing certain suggestions and recommendations. There should be open communication between employee and the management. Management should continuously put a thought on employee development if they want employee retention. Organizational Policies should be timely communicated to the employees. Employee’s expectation should be best known to the employer and the manager. Managers should be involved in coaching the employees. Fair performance appraisal, well paid employee, independence of thought at work place, training and development, competitive rewards, adequate communication are some measures which can be taken to retain the employees. Employee retention can help an organization in smooth flow of work, continuous efficiency, increasing productivity of the employee and the organization, reducing cost of turnover, maintenance of organization’s knowledge. A healthy working environment can promote the individual employee, the manager, and the organization as a whole.

2.1.33 Chitra, 2013
This research paper focuses on how quality leadership can influence the employee retention in the private sector banks of Chennai. Group task roles which can be delegated by a leader are: Information Seeker, Initiator, Information and Opinion giver, Orienter, coordinator, evaluator, energiser, recorder, technician, and elaborator. Individual task roles can be: Dominator, Playboy, Aggressor, Blocker, Attention Seeker, Help seeker, and Help pleader, Help seeker. Group Building and Maintenance Role are: Gatekeeper, Encourager, harmoniser, Standard Setter, Commentator, follower, Group Observer. This paper indicates a relationship between intention to leave and leadership style. If the present workforce is not impressed by the leader, his way of working, his decisions than there can be intention to leave. But if the leader is impressive, his decisions are effective then the employee retention is reduced in that organization. As per this paper most of the leaders in the private sector banks was disposed for employee retention.

2.1.34 Balakrishnan and et al, 2013

Authors of this research paper stresses on employee engagement for employee retention. Employee engagement can increase commitment and psychological attachment. Rise in no. of competing airlines has increased the expectation from the employees. Communication, recognition and supervisor- colleague relationship, role clarity, team work, engagement in work are a few non financial drivers which can stop an employee from
leaving the organization. The researchers have collected a lot of statistical evidences on how non financial efforts also help in employee retention.

2.1.35 Sultana and Bushra, 2013

This paper stresses on employee retention being not only about keeping the employee but also sustaining them by enhancing their job satisfaction. The Indian MNC in study in this paper believes in taking opinion from the employees itself for retention purpose. Zinger model, ERC’s retention model, was used in the paper with research as an objective. This paper tried to analyse the impact of respect, rewards and recognition on the satisfaction level of the employees. Recreational activities, work load rotation, changing work location are few ways by which employees can be distressed. If respect, rewards and recognition are applied regularly, than these factors can help in reducing attrition. It was also suggested in the paper that along with Yoga/Meditation there should be recreational activities to boost up the morale of the employees. This Indian MNCs also voted for ESOPs as an employee retention practice.

2.1.36 Prity, 2013

In this particular BPO which researcher has considered, the attrition rate was very high to the rate of 33%. Most of the labourers who were handling crucial profiles were leaving the organization, which was affecting the
productivity of the BPO. Most of the employees gave reason of excessive work and target pressure for leaving the job. Irregular work hours, health, work pressures, growth options, lack of motivation reward recognition and growth were the few reasons for the attrition in this and other BPO. This BPO did a lot of research and came up with a retention policy which included flexible working hours, raise in salary, less target pressures, competency based training programmes, offset boredom, open communication with the help of regular meetings and conferences, one on one meeting between supervisor and the employee, employee assistance and health programmes, high value on discipline along all the levels. An employee can be motivated enough by helping him handle his work load. By making the work environment challenging also the work force can be retained.

2.1.37 Mathur & Agarwal, 2013  

The authors of, “A Study on Impact of Employee Retention in Private Sector Sugar Mill”, have focused their study on Employee retention in Sugar Mills. This paper has distinguished between functional employee turnover and dysfunctional employee turnover. Dysfunctional employee turnover is when the productive and talented employees leave and Functional employee turnover is when unproductive employees leave. Employee retention has to be reduced to reduce the cost of turnover of the company, loss of company knowledge, interruption of work, and to improve the
efficiency and productivity of the organization. Employees generally leave if they do not get good money for their work and the work which they are doing is not satisfactory. Compensation policy has to be very meticulously drafted to retain the employees. Training and development, and an attractive assignment on competitive work can also do wonders on retaining the employees.

2.1.38 Jodi Bender, 2013

Retail is a sector which looks for not only customer loyalty but also employee loyalty. For this objective to be attained it is very important that employees are continuously trained, Employees know about their customers, repeat customers are rewarded and the organization is proactive. For all the 4 principles to be achieved author understands that the retention of the same employees is maintained.

2.1.39 Josh Bersin, 2013

The longer one stays with an organization, the more productive the person is, the more he learns the system, product and the culture. The author feels that employee retention can lead a lot of cost to the organization. Therefore retaining the employees is better option and that can be done by providing an appropriate compensation to the employees, suitability of the
employee to the job is very crucial, career is considered more as advancement so company should provide career growth with elements of fun, collaboration. A conducive work environment is also crucial as an employee looks after job satisfaction and utilization of his skills.

2.1.40 P. Thiruvengadam, 2013

As per this research paper and the researcher, Retail sector is going through a lot of changes and has realized that it is very important for them to change. Retail sector has also accepted that employee turnover is a challenge for them and that is why now they insist on lots of training to their employees, compensations are higher than other formats, career movement is based on certain curriculum, internal hiring is undertaken, strong reward and recognition programmes & innovative incentive schemes are promoted.

2.1.41 Daisy and et al, 2013

As per the authors of The Influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana Limited, employee retention is quite influenced by HR policies, employee rewards and job satisfaction. The results of this study showed that the employee rewards not only promote equity but also influence the employee retention. Employee job satisfaction also gives a strong signal for employee retention. This paper also stresses on many other possible
factors which can promote employee retention like work/life balance, organizational commitment, supervisor’s support, and work environment.

2.1.42 Stephen and et al, 2013

The author of this paper highlights the effects of succession planning on employee retention. Succession planning creates hope in the mind of the employees to reach the higher level of management. Due to ever rising mergers, acquisitions, workforce demographics, demand a lot of talent which is a challenge because of high attrition. Recruitment of the new employee adds to training, development, induction but it puts a higher pressure on the pay roll, storage of the data, account transfers etc. Succession planning programs have been stressed on for a smooth movement of employee retention. Job rotation, mentoring, coaching are a few ways of succession planning strategies. A gradual pool of talent can be built if the organization keeps investing in the staff.

2.1.43 Bob Philips, 2014

As per the Retail Doctor Bob Philips, a lot of retail companies spend very high on new recruitment but invest very little time and money on how the existing employees can be retained. Some of the ways by which employee turnover can be kept high are Only management incentives: all the employees should be involved at all the levels of decisions, antiquated policies or procedures: over restrictions and rules lead to friction among
the employees which should be avoided, minimal training: Every existing
and new employee however expert he may be should be given minimal
training about new jobs or procedures, employees thrown into the job:
there should be an effort to bring the people together, employees
encouraged to do and not think: employees should be allowed not only to
work but also to contribute with the new ideas, everyday becomes the
same: to get over the monotony of the jobs it’s crucial that new jobs are
given to the employees at a regular interval, the wrong people get hired:
selective recruitments are very important so that the later regrets can be
avoided, promoting task oriented employees to supervisors: Best manager
is the one who not only gets the work done but also gets the feeling of
involvement developed in the employees.

2.1.44 Tangthong and et al, 2014

This research paper concentrates on employee retention problem in
Thailand industries. Organizations need to show a lot of emphasis on
attracting human capital. HRM practices have a positive effect on employee
attrition, employee performance and organization’s performance. A
motivated employee will do his job well. So the HR programs should be
built in direction of employee motivation. This approach would get success
not only for the employee but also for the organization. Firm’s performance
is a dependent variable, employee’s motivation is a mediating variable and
they both are dependent on HRM practices.
2.2 Conclusion:

The review of literature clearly focuses on the fact that the role of HR is crucial in generating a positive work environment and thus helping the goal of reducing attrition. It not only saves cost but also increases productivity. In a nutshell, attrition is a very serious problem confronting the retail sector. It influences:

1. Employee Satisfaction
2. Employee Productivity
3. Employee Performance
4. Organizational cost
5. Training needs and so on

The sector will reach take-off stage only when employee related issues are address effectively.