

## **ROLE OF TALENT RETENTION IN REDUCING EMPLOYEE TURNOVER**

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### **ABSTRACT**

*Talent retention is critically important for all the organizations. From every view point talent is essential and is often regarded as key strategy for achieving competitive advantage. It is required to achieve success, efficiency and consistency for the organization. Purpose: To examine the literature relating to retaining of employees talent. This research is descriptive research where a number of research papers were reviewed to understand the importance of talent retention in reducing employee's turnover and ways to empower employees to manage their own career. Research Methodology: The data has been collected from reliable secondary sources from ten research papers and further analyses were done.*

**KEYWORDS:** *Employees Turnover, Work Life Balance, Job satisfaction, Talent Acquisition.*

### **Introduction**

Talent retention is one of the most important objectives of any organization today. Talent retention means the strategy, practices implemented by the organization to retain the talent of their employees. It is a practice of improving personal skills and abilities of each and every employee in performing their task. It is an approach towards finding the hidden qualities of the employees of which they were not aware. Employees have to face lot of stress in doing day to day work. Every individual also have to look after their families which makes their life imbalance at some point and so their talent for performing better for the organization cannot be served. Appointing right person at right place can help in improving the talent of the employees because if the employee is satisfied with his job he can able to perform better which brings efficiency and effectiveness in the organization and ultimately help the organization in achieving its target. So proper recruitment is also very much required and this can be done by analyzing the personal skills and their expectation from their work. Various retention strategies were followed by the organizations to reduce employee turnover who are not satisfied with their work.

### **Review of literature**

**Bidisha Lahkar Das, Dr. Mukulesh Baruah (2013)** It has been find out that human resources are not easy to understand. They are the assets which can make or break the organization. So, retaining they help in long term growth and as well goodwill to the organization. Although the research paper helps in understanding the factors which are affecting the employee's retention, Management need to pay attention to factors such as compensation & rewards, job security, training and developments, supervisor support culture, work environment, participation in decision making also help in retaining employees. Job satisfaction, Employee turnover, employee satisfaction are the highlighted key points of this paper. A model is used to explain the term clearly is used which is "Employee retention, employee satisfaction, employee turnover model". From the model it is concluded that the higher the job satisfaction, lower is the individual intention to quite the job.

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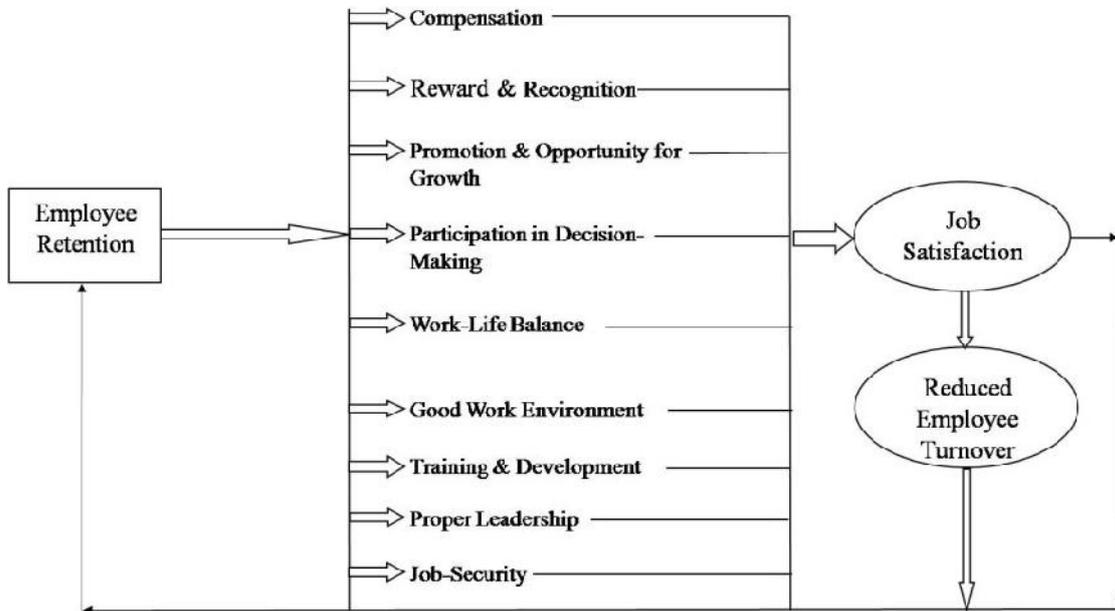


Figure 1: The Employee Retention and Job Satisfaction Model

The above model clearly shows that if the above factors exist in the organization it will not only help to attract new employees but also lead to retain the existing employees in the organization.

**Subhasree Kar, K.C. Misra (2013)** The present paper analyses the impact of work life balance practices on employee retention and the mediating effect of a supportive culture based on empirical evidence drawn from the Indian IT sector. The finding shows that the work life balance supportive culture mediates the effect of the availability of work life balance practices on employees performance. The study was based on analyzing the impact of work life balance practices on employees retention and the role of corporate culture in providing work life balance and thereby helping in retention of the employees. The study was restricted to IT Industry. One hundred respondents of different ranks has been taken for the study. The finding of the study shows that a WLB supportive culture mediates the effect of the availability of WLB practices on organizational performance. The study encourages organizations to take a proactive role for developing a more supportive employee friendly culture that can facilitate on the policies implementation.

**Iaon Lazar, Codruta Osoian, Patricia Ratiu (2010)** this paper is based on the role of work life balance practices in order to improve organizational performance. Work life balance practices are the deliberate organizational changes that are designed to reduce work life conflict and enable employee to be more effective at work or in other roles. Different variables to achieve work life balance were discussed like flexi work hours, telecommuting, compressed work weeks which means work longer shifts in exchange for reduction in the number of working days in their work cycle, part time work, job sharing,. Then the organizational outcomes and employees benefits of work life balance practices were discussed which includes reduced cost particularly that related to reduce absenteeism and turnover, enhanced organizational image and retention of desirable employee, increased productivity and employees performance .after that barriers in achieving work life balance were discussed which are lack of managerial support, career consequences, organizational time expectations, gender perception and co workers support. This article argues that building an organizational culture which supports work life balance is a long term process. It involves changing the way people think and talk about their work and about work life balance so that using flexible working options and other work life initiatives become accepted and normal for every one regardless of their gender.

**Michael O.Samuel, Crispen Chipunza (2009)** this paper highlights the importance of motivational variables used for employee retention and reducing employees turnover in public and private organizations. The following motivational variables were found to have significantly influenced employee

retention in public and private sector companies: training and development, challenging/interesting work, freedom for innovative thinking, and job security. The findings of the study suggest that certain variables are crucial in influencing employee's decision to either leave or remain in the organization, such variables include training and development of employees, recognition/reward for better performance, job security and a handsome salary package. But the importance of the other variables should not be underestimated when formulating the retention policy.

**An Oracle White Paper (2012)** explains the six different best practices of talent retention because talent retention is crucially important for all the organizations because of mainly two reasons: turnover is expensive and other is top performers drive the business performance. There are many approaches that have been explored to increase retention, including compensation packages and rewards, benefits, telecommuting options and work life balance initiatives. Each may have a place in company's portfolio of retention strategies. This paper focuses on six practices that organizations can implement to retain their top talent. First is recruiting the right people in first place which means choosing the best suitable candidate for the vacant job. Building talent pools of suitable candidates provide prospective quality hires, as well as lowering sourcing cost. Second is to improve line management capability because after hiring a person the majority of the responsibility of talent retention shifts to the manager. It is the manager's role to direct, guide, and evaluate the employee. To improve the capabilities of managers talent management practices were embedded in their everyday business management practices. Third is constant feedback on clear goals. In which clear sight of employee goal to unit/company goals were drawn. Manager should capture feedback on regular basis and facilitate regular reviews of progress of employees. Fourth practice is empower employee career management in which reveals that work must be challenging and meaningful to engage the minds of the employee to produce results, deliver creativity, and foster innovation. Employees want opportunities and career growth within the organization. Organization can use technology to determine and identify the personal skills and preference of their talented employees such as interest areas and willingness to relocate and attempt to meet those preferences and analyze role change data for career path. Fifth practice is proactively drive talent mobility in which the transfer and promotion of the internal employees were done to perform different tasks and able to show their skills and competencies to do the job. Internal mobility initiatives result in cost avoidance for corporations by increasing retention. Last practice which is discussed in this paper is continuously measure and improves the performance of the employees. Companies need the ability to track information from all labor pools with combined data on talent management practices. Talent management analytic dashboards for recruiters and managers can capture data and present actionable information for improvement. With that information access, companies can measure, analyze, and optimize their staffing and development strategies. Empowering talent through technology can put effective retention strategies into real practices.

**Dr. Mita Mehta, Aarti Kurbetti, Ravneeta Dhankhar (2014)** The purpose of this paper is to review the findings of the various papers to drive the factors that impact employee commitment and retention in a work environment. This study examines the following factors: career development opportunities, effective talent management strategies, recruitment, investment on training and development, role of HR and supervisors, flexi time, leadership, image of company, autonomy and empowerment, performance appraisals. To manage top talent it requires constant balance between the human aspirations and the strategic and financial needs of the business.

**Chandranshu Sinha, Ruchi Sinha (2012)** The study is based on two organizations which are heavy engineering manufacturers. This paper help to identify the main factors of retention management strategies in organizations. The data was collected from 100 employees holding middle managerial positions from both the organizations. It is focused on comparing retention management strategies that makes people to stay in two similar type of organizations in the same sector. Comparison is done in the following factors: retention factors for all the employees, skill recognition, learning and working climate, job flexibility, cost effectiveness, training, benefits, career development, superior-subordinate relationship, compensation, organizational commitment, communication and employee motivation. The findings of the study proved that the components identified and the structural relations presented as regards the component, "retention management strategies at EEPL and MBPL are suitable. The emerging factors indicates that employees stay when they have strong relationship with others with whom they work as a positive learning environment and encouragement of team building activities, project assignments leads to higher retention rates. In similar contexts blanket retention policies may be disadvantageous if they appeal to employees at all the levels of performance, and organization want to adopt particular strategies

that contribute to the retention of their most valued employees, while avoiding control methods that would appeal primarily to others in similar or different organizations.

**Mohammad Imran Hanif, Shao Yunfei (2013)** The result of this study shows that talent management practices are integral part of HR generic strategies. The focus of this paper is to highlights the significance of talent retention as competitive advantage and to determine the combine impact of talent management and HR practices on organizational performance.

**Muthukumaran M, Lavanya Latha K (2013)** This paper bring some light on employee turnover that can be a big ground for a rich research. According to this paper more than two-thirds of HR managers stated that retaining and recruiting employees was their highest priority. The role of HR manager is therefore very critical in maintaining the selected, well trained employees in the organization for longer periods. They should hence follow some strategies to retain the employees especially those are productive. Organizations can not only buy loyalty of employees but they can certainly earn it. The administrators are well advised to adopt a right kind of strategy to reduce the industrial job hobbing. They should explore why people leave and why they stay somewhere. By doing this they will be able to use the results to build employment brands and establish, and maintain, an organizational climate for retention management.

**Mohan Parthasarathy, Dr. Sameer Pingle(2014)**The main objective of this study is to review the existing literature and understand talent acquisition practices and techniques of corporate houses and the techniques that commonly exist with an insight of global perspective. This study states that organizational growth, talent requirement and the market trends would also contribute towards the talent acquisition practices. This has been explained through the theoretical framework mentioned below in the figure.



Figure 2: Theoretical framework of TA

## Findings

The literature which was reviewed helped in understanding different strategies and practices which can be used to retain the talent of the employees such as:

- **Improving work life Balance of Employees.** It is find out that employees with imbalance life faces lot of stress and not able to manage to improve their career. Telecommuting is a easy practice which can be used to retain the employees interest in their work without any pressure or stress other are job sharing and flexi hours which help in improving work life balance.
- **Job Satisfaction:** job satisfaction plays a very important role in reducing employee turnover. If an employee is satisfied with their work they will not turnover and if they are not satisfied with their job it become difficult to retain the talent of those employees. And this can be done by recruiting right person for the right job which helps in increasing the personal skills of the employee and help in bringing proficiency to his work.
- **Appraisal of the Work done by the Employees.** There is no better way to retain talent than by engaging employees and keep them appraised of the work done by them. Appraisal can be done by using performance measuring techniques and practices.
- **Best Strategies and Practices for Talent Retention:** Different strategies and practices were finding out which help in talent retention of employees and reduce employee turnover. These are proper recruitment practices, improving line management capabilities, constant feedback on clear goals, empower employee career management and using of metrics and analytics to continuously measure and improve the performance of the employees.
- **Using of Different Motivational Variables:** By using different motivational variables organization can able to reduce employee turnover like by using financial incentives or non financial incentives for the employees.

- **Leadership:** The most important and critical idea for staff retention and commitment goes by the way of an effective leadership. Leaders with their management games and ice breaking sessions along with an effective and well thought plan as to how to reveal and what kind of information to reveal is necessary to retain the top talent within the organization.
- **Image:** Training, employee empowerment and rewards lead to high performance work practices at work place and help retain employees. Image of the company play a major role in employee retention and commitment in the organization.
- **Communication:** HR managers should consider what employees value in the organization as that would lead to a better retention policy which can be accomplished through open communication process.

### Conclusion

Talent retention is one of the most important strategic objectives of the organizations today. From every view point talent is essential and is often regarded as a key strategy in maintaining a competitive advantage. Talent retention is needed for success, efficiency and consistency. A systematic approach is advocated for retaining employee's talent in the organization. Due to lot of work stress and nuclear family system employees especially the female employees left their job at the peak point of their career which result in great loss of talented resources so organization must follow work life balance practices which help them in performing their job stress free and able to explore their personal skills. Female employee some time feel hesitate in showing their skills so its HR personnel duty to motivate them to come forward and show their hidden talent. And it is very much important because loosing the talented employee can turn into huge cost. So every organization needs to retain their present employee because in this fast growing economic world turnover is expensive.

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