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Review Paper – Study on Employee Retention and Commitment

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Abstract: Today employee commitment and retention has become an important strategic aspect for the organisation. It is not only important to have the best and the most talented employees but it is equally necessary to be able to retain them for long term benefits to both the organisation and its people. The purpose of this paper is to review the findings of research papers of various authors to derive 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, on boarding and orientation, investment in training and development, compensation and benefits, work life balance, culture of the organisation, leadership, communication, image of the company, autonomy and empowerment, Gallup audits, personal causes, role of HR head and supervisors, work related policies and flexi time, performance appraisals and career growth and development opportunities. There are no one fixed practices which show the importance and significance of the influence of all these above broad points because different organisations lay different emphasis on these pointers depending upon their suitability impacting retention. Based on our understanding of the papers reviewed by us, suggestions are drawn which give a holistic view on the various practices that organizations should adopt to keep the level of employee retention and commitment high.

Keywords: Retention, factors, commitment, motivation, benefits.

I. INTRODUCTION

In this review paper we study about the various HR practices that help employee retention and foster employee commitment in the organization. Today employee retention is the top priority of organizations due to increasing competition. It is an efficient and productive advance towards the employee management who are considered to be 'greatest assets' to the company. To manage top talent it requires a constant balance between the human aspirations and the strategic and financial needs of the business. Employee retention is a technique adopted by businesses to maintain an effective workforce and at the same time meet operational requirements. People related issues for example-compensation and benefits, hiring, administration, organisation development, employee motivation, wellness, benefits, safety, communication, performance management, and training are dealt by it. HR practices in an organisation are used for talent acquisition i.e. recruitment, selection, training and development, reward management, performance appraisal etc. Human Resource Management handles people, work place environment and culture in a strategic manner.

Employee commitment is also very important for maintaining a highly talented workforce. With best possible use and application of HR policies in the organisation, employee commitment can be enhanced leading to better performance, improving employee attitude/ morale and reduced employees turnover, which is the aim of the human resource practices.HR

experts and line managers play a major role on how these HR policies are implemented and to the utmost efficiency. Employee commitment can have a major role in low turnover rates as it has positive developments on productivity, turnover and employees eagerness to help colleagues. In fact, increased employee commitment has shown better team performance, low absenteeism and intention to leave. Therefore employee commitment in a way helps employee retention and hence employee retention strategies must be kept in place. Well planned initiatives and processes must be in place so that employees will not think of quitting and remain with the company for a long time.

For managers, to have a happy enthusiastic workforce will help him in achieving individual and organizations performance. But manager's job is not only to hire best candidates but also retain them. Most certainly one cannot retain all the best employees but can definitely reduce loss. Reducing employee turnover is most important for organizations and to maintain an ideal staff takes a lot of efforts and resources of the organization and if that is lost it hampers organizations success. Therefore, every organization must treat their employees as ends and not means to ends because they add value to the organization.

II. OBJECTIVE

Objective of this review paper is to identify the best practices and methods adopted by various organizations across industries to help enhance commitment and employee retention.

III. REVIEW WORK

Best HR practices for employee retention and commitment

During the course of our research several HR practices have been found to help employee retention and enhance employee commitment in an organisation which is discussed in the following work.

1 Career development opportunities

The recent trend of high employee turnover is due to the various reasons such as employees not being happy with the kind of work they do, lack of investments in training and development, lack of career growth and development opportunities, unfair and misleading performance appraisals, etc. Strategic ways for retaining top talent in the organisation is by helping high potential employees have cross functional job for job and work related satisfaction, involvement in decision making, encouraging their ideas and helping them implement them, help in career development moves, skill building through effective and relevant training (Hay 2001).

The reasons for low turnover which employees have mentioned are work experience, career development, independence, etc. All these motives of employees help organizations to align HR practices accordingly and help them with employee retention (Brigitte Kroon and Charissa Freese 2013). Also employees must be able to see a clear career path in the organization, only then they will stay for long (Gaurav Bagga 2013).

Retention practices give more importance to factors affecting to cause employee turnover (career opportunities and financial rewards) than on those believed to affect employee retention (social atmosphere, job content, work-life balance). Career opportunities have the strongest impact on employee commitment while the impact of financial rewards is less. Ways recommended for reducing employee attrition are career development, considered to be one of the most important factors. Providing great career development opportunities makes the employees to stay in the company for long and at the same time enhances their loyalty to the firm. Also creating a positive social work environment and adding content to the jobs and tasks to be done by the employees enhances employee satisfaction and commitment (Meganck, 2007).

2 Effective talent management strategies

Employee retention and talent management practices of successful companies are fundamental element to maintain their leadership and development in the marketplace. Employee engagement and retention lead to higher customer satisfaction and

loyalty especially in the services sector (Devi 2009). Organization's talent management strategy should contribute to employee engagement, effective recruitment and retention of employees. This will create positive employer brand, employees will want to stay with the organization which will minimize turnover (Julia Christensen Hughes and Evelina Rog 2008).

3 Recruitment

Best practices for employee retention would be by recruiting the right person in the first place (Oracle white paper 2012). Organization's talent management, recruitment and retention policy and practices can significantly reduce attrition rates (Frankeiss 2008). It is important and difficult to retain talented employees under high unemployment levels. It is important to retain them because of high training and recruitment costs so organizations use rewards to retain employees (Simon North 2011). Ways and methods suggested to improve employee retention and commitment include better recruitment and training & development practices to improve employee satisfaction with work (Deery 2008). A lot of employees in the BPO/ITES sector get new offers within three months of joining which leads to wastage of recruitment and training costs. Hence, it is very important to recruit the right candidate and keep him engaged so that he will not leave the organization (Jyotsna Bhavnagar 2008).

4 On boarding and orientation

It is mentioned that induction plays a major role in employee retention and increases loyalty towards the organization (Gaurav Bagga 2013). Also as mentioned in above point a lot of employees leave within first three months of joining so it is clear that if proper induction of new joiners is not done they will tend to leave the organization. A well planned orientation program must be planned to help retain employees.

5 Investment in Training & Development

On the job training opportunities and better training and development practices improve employee retention and commitment (Deery 2008). HR practices motivate and empower workers which lead to employee's devotion to the business. But HR practices for recruiting and training do not necessarily increase employee's loyalty to the organization. Such HR practices which try to bring skills in house or develop current employees actually increase turnover (Patrick M. Wright, Timothy M. Gardner and Lisa M. Moynihan 2011).

In order to keep attrition low, managers must provide sufficient training to employees to attain the necessary KSA to perform better, so that older employees in the organisation are at the same expertise level as compared to their younger counterparts (Ian M. Taplin, Winston-Salem and Jonathan Winterton 2007). Well trained workers stay loyal to their employees (Sarah Leidner 2013).

Access to training, adjusting training practices as per older employees requirements and an age awareness training program is required for better older employee retention (Marjorie Armstrong-Stassen and Andrew Templer 2004). Lastly, it is important to retain employees otherwise it leads to wastage of training costs.

6 Compensation and Benefits

Various reasons cited for employee attrition are-dissatisfaction with internal job postings, work profile, personal causes and finally dissatisfaction with compensation/ salary (Bhatnagar 2007). So for better retention of talent organizations must improve pay/compensation and benefits and also factors like good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organisation (Devi 2009). Other ways to improve employee retention and commitment include-providing flexible work hours, on the job training opportunities, providing adequate resources for the staff, health and insurance benefits, perks like gyms, health centers, rewarding best employees for not only getting the task done on time but also doing it efficiently (Deery 2008).

Factors that help to keep a person loyal and committed to the organization like having job security, interesting and challenging work, opportunity to learn new skills and a flexible working environment with good reputation, culture, values, competitive salary and benefits package that suit the individual. Salary is a significant factor that affects a person's decision to stay or leave the company. Challenging work of compensation department is salary differentials, both within the organisation and in the industry. A valued employee should be given a salary package at par or more than the existing industry average to get him/her to stay within the organization. But at the same time giving more money can have undesired side effects. Firstly it makes other employees develop a mind-set that the way to get a pay hike is by frightening to leave and secondly when an employee is at the top of his/her salary scale and is offered more money for performing the same duties, it will affect organization-wide differentials (David Pollitt 2007). Therefore, it is important to retain them because of high training and recruitment costs so organizations use rewards to retain employees (Simon North 2011).

7 Work Life Balance

Employee retention is essential to have a competitive advantage in today's date. Providing emotional support and work life balance to employees helps organizations in low turnover (Osman M. Karatepe 2013).

The role of work life balance has a direct relation in employee's decision to stay or leave the organisation. Job attitudes such as job satisfaction and commitment, personal reasons such as positive and negative feelings, the role of WLB in employee attrition and, finally, the strategies provided to lessen high turnover rates. The recommendations mentioned include the need for norms on working hours, role models at the workplace, flexi work hours and arrangements, effective talent acquisition and training practices. It has been observed that stress and its various components like emotional exhaustion and job burnout are the major causes of high employee turnover. Ways and methods suggested to improve employee retention and commitment in the hospitality sector include better recruitment and training & development practices to improve employee satisfaction with work and also have WLB (Deery 2008).

8 Culture of the organization

Employee engagement and retention lead to higher customer satisfaction and loyalty especially in the services sector. Reasons that lead to employee engagement which not only comprise of pay/compensation and benefits but also factors like good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organisation (Devi 2009). Organizations with excellent name, way of life, values, good salary and benefits package for their employees can also help employee retention (David Pollitt 2007). Various reasons cited regarding employees decision to stay were organisational culture, support from peers and superiors, growth opportunities, issues related to compensation, employee engagement activities, training and development, positive work environment and good working conditions (Satyawadi, Joshi, & Shadman, 2011)

9 Leadership

(Devi, 2009) According to the author employee retention and talent management are fundamental parts to sustain their leadership and growth in the industry. High potential employees and great leadership attributes have positive correlation to the intention of the employee to stay with the company (Kyndt, Dochy, & Baert, 2010). Having a cooperative and supportive leadership style as a retention and commitment strategy has been put forth (Sarah Leidner, 2013).

The most important and critical idea for staff retention and commitment goes by the way of an effective leadership setup in the company. 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 top talent within the organisation. Leaders help in keeping the culture and team building of the organisation intact. Thus it's very important to expose the right financial and operational information to them and informing the key indicators of future performance so that the workforce knows exactly what is it that is expected out of them and what are their deliverables (Cottrell, 2012)

10 Communication

HR managers should consider what employees' value in the organisation as that would lead to a better retention policy which can be accomplished through open communication process and negotiation (Meganck, 2007). Organizations should have good communications in place so that if any grievances can be acted upon immediately (Gaurav Bagga 2013).

11 Image

Training, employee empowerment and rewards leads to high performance work practices at workplace and help retain employees (Osman M. Karatepe 2013). Employee rewards, employee autonomy and image of the company play a major role in employee retention and commitment in the organization (Gberevbie, 2010).

12 Empowerment

If it is recession or expansion, it doesn't matter how the economy is like, high quality employees are always on demand. When the team/ work environment is such that individuals feel they have the autonomy to give suggestions, take decisions, give feedback, in all feel that they are empowered then they feel truly engaged to the work, to the organisation which leads to greater commitment and retention. Autonomy refers to the discretion with which employees can carry out their responsibility. Thus if employees feel that they can take more and more decisions without the obligation to take permission for each decision taken or each task done by him/her then they feel that they are contributing substantially to the organisational progress and would want to stay in the organisation. The point to which the job provides considerable freedom, autonomy to the individual in scheduling the work and in determining the procedures to be used in carrying it out is known as autonomy (Hackman and Oldhem 1975). Job autonomy is important because it delves into the very dignity of the workers, having considerable autonomy to select work projects, to decide how a job gets accomplished and to set work schedules are important to a large number of employees today (Greenhaus and Callanan 1994). Increase in job autonomy has shown to be related to decrease in stress and absenteeism, empowerment and increase in overall productivity of the employee (Karasek, 1969, Spector 2986).

13 Work redesigning

Work redesign refers here to activities that involve the modification of specific jobs or systems of jobs for improving both efficiency and value of employee work experiences. Job characteristics model helps in adding job variety, talent variety, job identity, task significance, independence and feedback. The outcomes of redesigning work are multifold- enhances work motivation and satisfaction for the employees whose work gets enriched (Hackman and Oldhem 1975). Thus redesigning work also helps in enhancing commitment among employees and keeping them glued to the organisation.

14 Employee engagement activities:

Employee engagement shows the loyalty and dedication that employees bring to work and indicates their contribution to the organisation. Engaged employees are more dynamic and loyal to an organisation. In hospitality industry there are various reasons which keep the employees in the same firm-training and development, employee engagement activities, positive work environment and good working conditions (Satyawadi, Joshi, & Shadman, 2011). Pertaining to the IT/ ITES sector there is seen a trend of rising attrition and employee engagement problems. The reasons for the same are employee satisfaction with the work, employee commitment and employee involvement in company matters and decision making. Findings indicate that there is high level of employee engagement leading to retention for employees but only for a limited time period thus that spells for more rigorous employee engagement practices in the ITES sector (Bhatnagar, 2007). Activities can be anywhere from sound recruitment policies to work design to performance appraisals to the kind of training and development needs of the employees.

The employee engagement and retention lead to higher customer satisfaction and loyalty especially in the services sector. Finally reasons that lead to employee engagement which not only comprise of pay/compensation and benefits but also factors like good working conditions, flexible work timings, cooperative teams, good bosses, culture and values of the organisation.

Thus employee engagement is a win-win situation where in both the employee and the employer benefits not only in short run time period but also in long run (Devi, 2009).

15 Gallup workplace surveys and audits:

According to the Gallup workplace surveys conducted world's best organisations do things differently to systematically improve their employee engagement activities, using the right kind of metrics to enhance productivity, performance, a broad communication policy and development strategy for all the staff. With all the above metrics being measured accordingly would help understand the gravity of the situation in which an organisation is and heading into and thus necessary corrective actions can be taken. A right fit of employee workforce leads to engaged people leading to engaged customers getting back the profits and high productivity finally leading to engaged employees staying in the organisation for a long period of time (Gallup, 2010). It takes into consideration the material attributes, ecological, academic, emotional, professional and mental health of employees. Healthy encouragement doesn't just benefit the employee because a workplace filled with healthy and satisfied employees is a productive workplace that retains its employees.

16 Personal reasons:

Employees decision whether to stay or leave the organisation depends on various organisation and personal/ family related matters. There is always high demand for talented employees across industries and when competition is cut throat then firms believe in getting the right and the bright even if they are from rival companies. How does this happen-simply by offering a better job/work profile, a fat pay check, better benefits, etc.? The reasons are many and employees consider them when they have a family to take care of, children's education. Also one of the recent trends seen in the workplaces is the culture at work, relations with superior, etc. It is a known fact that people leave their bosses but not their organisations. Thus the supervisor's/ manager's role becomes very important to keep their subordinates happy so that they don't leave them. Ways recommended for reducing employee attrition are career development, considered to be one of the most important factors. They further say that offering good career development opportunities prevents the employees to leave the company and enhances their loyalty to the firm. Also creating a positive social work environment and adding content to the jobs and tasks to be done by the employees enhances employee satisfaction and commitment. Further it is suggested that HR managers should consider what employees' value in the organisation as that would lead to a better retention policy which can be accomplished through open communication process and negotiation (Meganck, 2007)

17 Role of human resource head

The HR head not only takes care of generalist roles of the organisation but also looks after the deep employee based issues. The role of HR is to introduce the new entrants to the working of the organisation-its people, culture and role, and his role do not get over there. He also has to make the people stay in the positions in which they are and also see that they are engaged to the work they do and also towards the organisation. Thus the role of HR is also towards employee engagement activities. According to the HR managers' survey retention practices pay more attention to the factors causing employee turnover (career opportunities and financial rewards) than the ones affecting employee retention (social atmosphere, job content, work-life balance). Further it is suggested that HR managers should take into account what employees' value in the organisation as that would lead to a better retention policy which can be accomplished through open communication process and negotiation. They should contribute as a strategic partner given that the attraction and retention of talented employees will be a reason of competitive advantage for organizations, both in times of economic downturn and upheaval (Meganck, 2007).

18 Role of supervisor:

In a survey done by Hay group (1998) out of fifty retention factors salary is the least important factor to half a million employees over three hundred companies. Managers, supervisors, team leaders who direct and interact honestly with employees have the greatest contact on employees' satisfaction levels with their jobs. Thus "problems with the boss" is the main reason as

to why employees leave the company. Employee satisfaction and commitment factors are in control of the manager, supervisor, or team leader. Not giving importance to the employees, not listening to them, failing to recognize employees' accomplishments, not praising them, providing only negative feedback, taking credit for others ideas, blaming others for one's own mistakes, betraying trusts or confidences, favouritism, setting unrealistic goals and deadlines, and not helping good performers to grow in their careers lead to not being able to retain employees in the organisation.

19 Perks and Flexi time:

In BPO and IT sectors employees work in various shifts and this sector faces a very high attrition as well. For employees to stay in the organisation they have to be lured in to stay-through perks and benefit plans. A lot of employees in the BPO/ITES sector get new offers within three months of joining which leads to wastage of recruitment and training costs. If an employee is kept engaged well at all levels he develops a good rapport with his peers and co-workers, performs well and prefers to stay with the organization. There can be work-life balance initiatives, telecommuting flexi time, and better reward and performance management systems to encourage employee retention (Jyotsna Bhatnagar 2008). 75% of businesses offering flexi time and telecommuting say that their staff has significantly better work life balance, improved satisfaction and motivation leading to high performance and increased retention. By effectively employing such practices in the organisation the employers also build in trust among the team, the employees-they feel that the organisation cares about them and it's not just the work for which they are hired for. Flexi time practice is not just to cater to the needs of the employees but also is a strategic move-it actually about unlocking the true potential of your employees and it is one of the most significant things that business can do to survive in long run and not just think about short run time period.

20 Work policies:

Employees perform their best not only when he is fully motivated and committed to work but also when as Herzberg would say that he is satisfied with the work. According to the two factor theory most companies take care of the motivating factors without which being in place the employee would not be satisfied at all and would eventually leave the job, but also the factors which create dissatisfaction are among employees like working environment, facilities like washrooms, restrooms, flexible work hours, work from home policies, women safety and protection policies, committees for handling sexual harassment related cases, concepts of compressed work weeks, flexible leave provisions- 4*10 hrs. per week, job sharing and job splitting, culture at the company, protecting and taking care of health and wellbeing of employees. Thus all of the above factors lead to the decision of the employee to leave or stay. In hospitality and tourism industry more emphasis on job attitudes like job satisfaction and organisational commitment, the role of WLB in employee turnover and the policies to reduce high turnover rates. Recommendations include the need for rules on working hours, role models at the workplace, flexible work hours, sound talent acquisition and training opportunities (Deery, 2008).

21 Performance appraisals:

Performance reviews help the company as well as the employees. They help the employees get a feedback of their past performance, it helps them understand as to where in the organisation hierarchy they stand- their strengths and weakness which can be worked upon further for efficiency. In case of employees who possess very high potential a performance appraisal for them is more important than pay hike or increase in benefits as it helps in enhancing further motivation and commitment. At the same time the immediate supervisor should make sure that how will they go about doing the appraisal-the way feedback has to be given plays a very important role in an employee's decision to stay. Thus not only monetary benefits but rewards and recognition, performance appraisals, effective leadership style, professional development practices, managerial support and social activities-work ethics. Therefore the above few pointers determine the employee's intention to leave the organisation. Companies like Ingersol Rand Limited have developed a 360 degree online performance appraisal tool to manage the evaluation and opinion process and also provide consultative advice on coaching and mentoring. According to the survey conducted by

them with company heads being interviewed such as the TATAS, Hyundai Motors, Reliance industries, Infosys, etc. it was revealed that employees need to be given that “extra” which motivates them to stay (Jonathan P. Doh, 2011).

22 Building strategies by keeping the employee perspective in mind:

During recessions, bailouts, salary freezes, downturn is the time when your high potential, top employees matter the most so much so that their presence in the organisation at that point of time can take and sail the company during bad times, they help in motivating and enhancing efficiency in the workplace. They help in cut down of prices and cost to company to a great extent. Not only this; the authors cited that companies which follow a B2E (business to employee) policy do much better in delivering to the customers rather than those following a B2C policy. The authors further go and suggest that the way CRM (customer relationship management) is done there should a concept like ERM (employee relationship management) wherein efforts should be put in to enhance employee relationship. The ways suggested achieving an effective ERM are- Build and supporting cross functional HR teams, linking talent retention to business results, developing employee segmentation, etc. (Rick Ferguson and Bill Brohaugh, 2009).

23 Career growth and development path:

Employees the greatest organisational asset wants to know what kind of future do they have in the company. Thus it should be made sure that the supervisor’s team leads meet the employees and discuss their professional goals. As a part of this exercise they should also make sure that they help the employees achieve those goals by providing them with the necessary inputs and the required training and development needs. Most organisations hire the best talent but are not able to retain them—that’s because they go in for traditional methods of hierarchy development paths. But as a matter of fact what they should be doing is that identify and develop latent, potent and hidden skill sets among their workforce, build upon them so both organisational and employee efficiency. They should invest heavily on building effective competency frameworks with transferable skill sets that would unleash that hidden potential and take the organisations to never been dreamt of places. If companies want to retain more and more employees they need to focus on learning abilities and facilities of the employees. They showed that this can be done by letting people do more and more what they want to do and simultaneously provide such growth opportunities as well as appreciating the employees side by side. They also were able to prove that age, HIpo (high potential) employees and great leadership attributes have positive correlation to the intention of the employee to stay with the company (Kyndt, Dochy, & Baert, 2010). The different strategic ways suggested by the author for retaining top talent in the organisation is by helping high potential employees have cross functional job for job and work related satisfaction, involvement in decision making, encouraging their ideas and helping them implement them, help in career development moves, skill building through effective and relevant training (Hay, 2001). Access to training, adjusting training practices as per older employees requirements and an age awareness training program is required for better older employee retention (Marjorie Armstrong-Stassen and Andrew Templer, 2004).

24 Role models at work:

Setting aside the intrinsic as well as extrinsic factors depending upon which employees decide to either stay or leave the organisation. Factors like job and work satisfaction, work culture, work life balance do affect the decision making but also at the same time employees get motivated to walk that extra mile when they see live examples doing not only well at work but also for the whole of the organisation. Here by role models-it can be anyone from your immediate senior, colleague, boss, manager, etc. But one thing to keep in mind is that all of these people can be effective managers but to be a role model it requires one to have exceptional leadership skills. Thus when employees see people working like that they get highly motivated to perform better and not only that they dream of becoming like them. Some industry related examples of leaders can be Infosys chairman and founder Mr. Narayan Murthy, Apple’s founder Mr. Steve Jobs, etc. organisations can improve their employment brand, talent retention and productivity by developing the emotional intelligence of management. 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 top talent within the organisation. The author adds by saying that leaders keep the culture and teamwork intact. Thus it is very important to reveal the right financial and operational information to them and informing the key indicators of future performance so that the workforce knows exactly what is it that is expected out of them and what are their deliverables (Cottrell, 2012).

IV. DISCUSSION

There are no fixed practices that show the relevance and significance as to how to retain employees and keep them committed towards the organization because employers lay different emphasis on different variables depending on what suits their organization best. Hiring employees is just the beginning to creating a strong committed work force. The real task is to retain them. Based on our research the following points are a list of suggestions we would recommend for employee retention and commitment:-

1. Organizations must conduct “stay” and “exit” interviews to understand as to why employees chose to leave the organisation. This information will help in understanding the reasons why employees leave the organization. Based on this organizations must strengthen their employee-retention strategies.
2. Employers must try and encourage and ask their managers to be more involved in the communication process. Managers should spend considerable time in training employees, motivate good performers move to new positions up the hierarchical ladder and motivate poor performers to work better.
3. Organizations can conduct contests to keep employees motivated. If done in proper manner such programs can keep employees determined and enthusiastic about their jobs.
4. Employers must do smart hiring. They must hire selectively from the beginning by keeping in mind things like diligence, attitude, integrity, academic qualification, skills and experience.
5. Organizations must encourage employees to be part of the company’s corporate social responsibility initiatives so that they feel they are not only working for the organization but also they are doing something good for the society.
6. Employers must try and recognize the need for employee’s personal time off. Giving employee the time to keep his/her personal life in place is also very important for employee retention.
7. Treating every employee equally and fairly in something employers must always keep in mind because for employees it is very important that their organization treats everyone the same way without any bias

V. CONCLUSION

Through this research we saw various trends over the years and practices used across industries for improving employee retention and commitment. For any organizations to survive in today’s ever increasing competition where employee poaching is on the rise, it is very important to retain their best employees and keep them committed towards the organization.

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