

Employee Retention & Career Progression: A Strategic Assessment on Gruha Lakshmi Food Industries in Kadapa District, At Andhra Pradesh

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ABSTRACT

When employees are offered career progression opportunities; it makes them feel like they're growing with the company and provides a sense of purpose, which in turn fosters loyalty. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. The crucial point is to stay on top of your progression; to understand the methods that have helped you go forward and the things holding you back. Identifying the career progression pace according to employee's wish and current situation. Also, the company shall focus on results rather than focusing on the number of hours spent working. The experienced and talented employees put additional pressure on the organizations to work effectively on retaining their employees. Take the time to career progression opportunities, and the probable ways you could develop within the business. Various development opportunities exist within most businesses, and finding the one that suits you best could be the key sending your career in the right direction. Therefore, attracting, satisfying and retaining qualified and talented employees become increasingly important. Employees can feel more confident in their skills and enjoy using their strengths every day at work.

Keywords: Career Progression, Employee Retention, Talented Employees, Retaining.

INTRODUCTION

In these days business organizations are strained to drive within an environment full of hyper-change and struggle. These factors forced the organizations to give more attention to their employees, work on keeping them satisfied and busy.

In fact, organizations 'ability to satisfy and retains their qualified employees is crucial for future survival, performance, and profitability.

Employee Retention

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joined, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time. These practices were recognition, employee-organization fit, effective compensation system, challenging tasks, training and career progression. They decided that recognition, person-organization fit, compensation, and challenging work has a positive effect on employees' commitment¹. Similarly, recognition, person-organization fit, compensation, and training and career progression were significantly related to employees' retention.

However the employees' commitment not affected by providing training and career progression opportunities, also challenging work has no significant relationship to employees' retention. These practices combined in five major factors or practices: incentive compensation, innovative peripherals, training and development, respectful work environment, and Work-life balance². Surprisingly, the employees' retention is not significantly affected by work-life balance practice. We demonstrate that employees' retention can be achieved by effective implementation of human resources practices such as performance appraisals, recognition, compensation, training and development, and promotion opportunities³. Job satisfaction is a keystone in order to explain employee turnover and retention issue. Many studies have been done to understand the relationship between job satisfaction and retention⁴. According to these studies, retention usually is linked to job satisfaction; unsatisfied employees are more likely to search for a new employer which at the end lead to the turnover decision. Thus, organizations need to keep their employees satisfied. State that the key to employees' retention is to keep them satisfied⁵. Studies have also demonstrated that employee

satisfaction and engagement are significantly correlated with organization outcomes. Organizations can improve employees' satisfaction by providing a positive work environment, fair compensation system, supportive supervision, rewards/recognition, skills development and organizational communication. In this regard, organizations should design their human resource practice and implement them to enhance satisfaction and commitment among their employees. Organizations should take steps to ensure that their practices have positive effects on the employees. Satisfied employees can perform in a better way, which at the end will lead to satisfied customers. Satisfied employees also would enhance the ability of organizations to achieve their goals. Lack of career opportunities is the top reason for any employee to leave the job unless they are getting bullied or something similar. A lot of organizations face the problem in retaining employees. It is really expensive to replace employees who either leave for a better pay or are hired by their competitors. Recruiting new employees that much more effort and money than the salary of the employee who left.

There are certain career progress advantages that you as an employer can take to have a great rate of employee retention. As the demand for better talent is rising, companies are building career advancement strategies as a cost-effective way for retaining employees. Strategies include paying for various classes that employees attend for enhancing their skills, mapping paths to target positions, and also recruiting internal career coaches to groom their resumes. Promoting the concept of career lattice may also prove to be better for employees who are looking to move to different fields as their progress in their career path. It provides flexibility for progress, as any employee can make movement in either direction, up, sideways, or down, every movement will be considered as progress.

Career Progression

The concept of career progression is closely tied to the idea of career growth. Career progress is the lifelong process of managing your circumstances in order to move forward to achieving your personal goals. It's the management of your education, work and leisure activities in a way that helps you achieve the kind of future you want. The process of climbing the ladder during your working life. Moving forward, being promoted, finding new challenges, new employers, and new opportunities and getting the most out of your career. When employees are offered career progression opportunities; it makes them feel like they're growing with the company and provides a sense of purpose, which in turn fosters loyalty. Talent management includes recognizing individual's talents and putting employees in positions that make the best use of their skills. The crucial point is to stay on top of your progression; to understand the methods that have helped you go forward and the things holding you back. But also

to evaluate your career change as a whole; to ensure you are still heading out in a direction you truly want to go. Employees can feel more confident in their skills and enjoy using their strengths every day at work. When employees perceive that their organizations encourage career development, they feel more confident about their long-term career path. Unfortunately, this is not the case in many companies around the globe. Employers can avoid this by integrating key features of career development support in the workplace:

- structured career plotting to put a concrete plan in place
- leadership development to cultivate personalities to take charge of projects
- succession planning, or prepping current employees to fill higher positions
- Online learning to offer skill development without placing extra pressure on employees to be present at work.

Impact of Career Progression on Employee's Retention:

Effective career path isn't about helping an employee fill in an unwrap role. Moderately, career progression should spotlight on employee growth and learning rather than solely your company's needs. Focus on three aspects of your employee's professional development-

- For Identifying competencies and strengths.
- To identify skillfulness gap.
- Taking into consideration a few career path options.

Employee Retention & Career Progression Processes of Paraphernalia

Employers sometimes struggle to retain employees who make valuable contributions to business goals. Through certain processes, however, employers may be able to resolve turnover and continually improve employment performance. These processes include fairly appraising employee work, assessing your company's benefits and building your workforce's capability to provide in-house employee development.

1. Performance Appraisal: An employee's performance appraisal is a nature of the process that affects both retention and development. Career progression goals become part of a performance appraisal when the employee and her supervisor discuss long-term career goals as part of an annual assessment. Moreover, employee response accessible during the judgment process sheds light on what the employee is looking for in a gratifying career and what it takes to retain her/him. Employee retention and career progression are therefore entwined. Career progression prepares employees for demanding job homework and promotions which will maintain their interest, and thus their desire to stay with the business.

2. Benefits Review: Ever-increasing health care expenditure and the ease of use of group health care benefits cause employees to place greater value on a current employer's benefits put together before they make any decision to look for employment with one more company. As a result, compensation and benefits are fast becoming the reasons employees stay with a company. Job seekers often base their decision on career opportunities between competing employers based on the type of benefits packages each company offers. One of the steps in the employee retention process is, therefore, reviewing your company's benefits package to ensure that it's not just adequate, but competitive enough to keep your employees with your company.

3. Motivation through Recognition: Motivated employees who are fully affianced in their work are likely to stay while employees who become satisfied, exhausted of incredible or fruitless look for employment opportunities in a different place. The development to identify employees' contributions is a component in the effort to retain and develop employees whose performance demonstrates their aptitude and potential. The recognition process includes acknowledging employee talent; an employee who is especially effective in customer service could become a leader customer service agent your company can use for training new agents or mentoring employees whose customer service skills are below par. Recognition in this form motivates high-performing employees while improving the skills of other employees.

4. Internal Strength: Using employee talent to augment your training and development offerings is a key element in the process to improve employee development and employee retention the customer service agent example perfectly describes how your company can develop and retain employees in one step. Another process for retaining employees and improving development opportunities involves your in-house human resources department's ability to provide employee training and development. For small businesses without dedicated human resources staff, this may include consulting with outside trainers on the types of developmental workshops that will improve employees' skills or providing access to online training sessions. Anything to keep employees engaged and interested in their work will serve your organization well in employee retention as well as employee development.

LITERATURE REVIEW

Employee Retention & Career Progression

According to Miller, Erickson & Yust (2001) employees get benefited by work environment that provide a sense of belonging. Wells & Thelen (2002) have stated in their study that organizations which have generous human resource policies, have a very good chance to satisfy and retain employees by providing them an appropriate level of

privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term. Ramlall (2003) stressed the need for recognizing the individual needs of an employee in an organization as it will encourage commitment and provide a suitable work environment. Messmer (2000) found that one of the important factors in employee retention is an investment in employee training and career development. The Organization is always invested in the form of training and development of those workers from whom they expect to return and give output on its investment. Tomlinson (2002) forwarded the view that organizations can keep the leading edge in this competitive world by having their employees well trained in the latest technologies. Garg & Rastogi (2006), explained that in today's competitive environment feedback is very essential for organizations from employees and the more knowledge the employee learn, the more he or she will perform and meet the global challenges of the market place. Handy (2008) has mentioned that proper innovation, and assimilation of new knowledge is essential for survival in any work environment. This knowledge is the most expensive asset of any firm. Leadership and Employee Retention. Eisenberger and associates (1990), suggested that employee's perception regarding an organization is strongly influenced by their relationship with the supervisor. McNeese-Smith (1995), mentioned in his study on Leadership behavior of hospital directors found that there is significantly positive relation between productivity, worker satisfaction and organizational commitment of staff. Brunetto and Farr-Wharton (2002) were of the view that supervision of the immediate manager increases the level of job satisfaction in the public sector employees. Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) has found that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively. Abegglen (1958) found during the study of Japanese workers that employment features like lifetime employment and seniority system, job security lead to higher commitment, job satisfaction as well as retention of employees in an organization. Researchers such as Ashford et al., (1989); Davy et al., (1991) conducted studies on job security and job satisfaction and found that that job dissatisfaction is the outcome of insecurity among employees. Rosenblatt and Ruvio, (1996) conducted a research on the job insecurity and found that job performance and organizational commitment are negatively correlated with job insecurity. Career development is about providing opportunities for employees to grow personally and professionally (Horwizet al.,2003). It means that employees are able to be promoted and go to higher levels within their organizations. Career development considered as one of the human resource practices that help in retention management issue. Many studies mentioned it as one of the main retention strategies (George, 2015).

Studies have shown that a lack of career development opportunities within an organization leads to high employee turnover (Presbitero et al., 2016). In contrast, organizations that implement career development programs are more likely to have a high level of commitment and retention among their employees. In fact, De Vos and Meganck(2009) in his study argues that career development opportunities among other unpopular factors such as job content and work-life balance have a higher impact on employees’ retention than compensation, performance communication. Relationship to employees’ retention (job satisfaction, career development opportunities, organizational commitment and organizational reputation), career development is the most related to employees’ retention decision. Horwitz et al. (2003) confirmed the idea by saying that the most popular retention factors are not always the most effective ones; many variables can play roles in this idea such as the type of industry the organization operating in, the type of organization either local or multinational among other factors.

Objectives of the study

This study is based on retention and progression undertakes the following objectives:

- ✚ To find out the various research works that have been done in the area of employee retention and career progression.
- ✚ To highlight the various factors which affect retention and progression initiatives in an organization.

- ✚ To analyze the supportive relationship between employees and management.
- ✚ To understand the various factors influencing the employee for retaining them.
- ✚ To suggest and recommend some measures to improve employee retention and career progression strategies.

Scope of the Study

This will be helpful for the management to know their employees’ mind set towards their job and also helpful for the management to identify the needs of employees in order to retain them in the organization for their career. This study can be used for the students who doing the project in the related area and to the organization to have best retention strategies and career progression.

METHODOLOGY

The study is descriptive in nature and it consists of the books and various research journals. For this plan, Primary data were collected with the help of a questionnaire and informal interview was also conducted to get the direct responses of the employees regarding critical factors. Secondary data was collected from company records and annual reports. The statistical tools used for analyzing the data collected Correlation and Chi-square.

Sample

The population of the current study is Gruhalakshmi food industries in Kadapa district, at Andhra Pradesh the sample taken was 100.

ANALYSIS & DISCUSSION

Analysis of Correlation

The performance appraisal Cross tabulation							
Particulars		Performance Appraisal					Total
		Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	
Internal Work,	Highly satisfied	1	3	3	0	0	7
	Satisfied	5	26	12	2	2	47
Motivation through recognition	Neutral	7	9	5	5	1	27
	Dissatisfied	0	14	1	3	0	18
	Highly Dissatisfied	0	0	1	0	0	1
Total		13	52	22	10	3	100

Analysis of Pearson Correlation

Particulars		Received recognition or praise for doing good work	The performance appraisal system
Motivation through recognition	Pearson Correlation	1	.043
	Sig. (2-tailed)		.673
	N	100	100
performance appraisal	Pearson Correlation	.043	1
	Sig. (2-tailed)	.673	
	N	100	100

It is to analysis of correlation between received Motivation through recognition or doing internal work and the performance appraisal. It is clear that the employee retention of the organization is highly correlated with a correlation coefficient of 0.673 and there is positively correlated. From the correlation analysis, it is inferred that the organization is actively using the employee retention strategy and career progression.

Chi-Square Analysis

Hypotheses were formulated keeping the content and coverage of the framed objectives. The Formulated hypotheses are tested by employing appropriate statistical tools.

H_0 There is no association between Age and Feel Comfortable with the workload of employees. H_1 There is association between Age and Feel Comfortable with the workload of employees

Cross Tabulation between Feel Comfortable with the Workload and Age

Particulars		Age				Total
		Below 25 Years	26-35 years	36-45 years	Above 45 years	
Benefits Through review	Highly satisfied	1	4	1	0	6
	Satisfied	7	18	14	10	49
	Neutral	9	7	5	4	25
	Dissatisfied	2	4	4	3	13
	Highly Dissatisfied	2	2	1	2	7
Total		21	35	25	19	100

Tabulation of Pearson Chi-Square Tests

Particulars	Value	Df.	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.353 ^a	12	.673
Likelihood Ratio	9.855	12	.629
Linear-by-Linear Association	.015	1	.902
N of Valid Cases	100		

The level of significance is 0.673, since the calculated value is greater than the tabulated value, the Null Hypothesis (H₀) is rejected and the Alternative Hypothesis (H₁) is accepted. Hence, it has been inferred that there is an association between Age and Feel Comfortable with the workload of employees.

Limitation of the Study

The study is limited to GRUHA LAKSHMI FOOD INDUSTRIES Kadapa district at Andhra Pradesh state by the findings of the study can't be generalized to the reorganization. The study was carried out in Kadapa district at Andhra Pradesh state thus its findings can't be generalized to the areas due to geographical variation. Some of the respondents are hesitating to give whole hearted opinion. Respondent's opinion may change from time to time and the response is respected to variation depending upon the situation and the attitude of the respondents at the time of the survey.

CONCLUSION

This study examines the effect of training and career development on employees' retention in the presence of job satisfaction as a mediator. The findings showed that the training influences employees' retention; It also Making long-term plans can seem disheartening, but career progression is ultimately about those little steps towards the ideal goal. You need to focus on your passions and find jobs that provide you satisfaction. It's crucial to spend enough time researching your options to guarantee the decisions you make, whether in terms studies or jobs, are aimed towards progression. By staying focused and analyzing situation, you can feel a better sense of purpose and satisfaction in your career. They require for organizations to maintain their talents are crucial for their ability to remain in business depends on it. Although this study attempted to bring forth all the factors related to employee retention, this complex area of human resource needs further investigations. Some factors such as organization culture are less explored than supervision and

leadership for instance. The workforce of an organization can be classified into three categories: directors, managers and employees. Existing researches did not lay enough emphasis on the category of employees, the sector of the economy and the type of businesses that are particularly affected by one factor or the other for better furnish organizations with knowledge is necessary to improve their retention capability are desirable.

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