



A STUDY ON EMPLOYEE RETENTION AT WIPRO PVT LTD

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ABSTRACT

Employee retention is a strategic lever for a company's success. Employee retention is the organizational goal of keeping productive and also talented workers and reducing turnover by fostering a positive work atmosphere to promote engagement, showing appreciation to employees, providing competitive pay and benefits, encouraging a healthy work life balance. Employee retention is a technique that companies use to maintain an effective workforce while meeting business needs. Employees are an organization's greatest asset. Therefore, every organization must treat employees as an end and not as a means to an end because they bring value to the organization. The purpose of this study was to measure employee perceptions of employee retention at Wipro. Various strategies are used to retain employees, while simultaneously increasing productivity, promoting higher levels of engagement, and ultimately increasing sales.

INTRODUCTION

Employee retention is an important aspect for every organization's success. It refers to the ability of an organization is to hold it's employees to prevent employee turnover, which is the number of individuals who leave their jobs voluntarily or involuntarily within a specific period. This article explores the significance of employee retention at Wipro, strategies to encourage long-term commitment, and the crucial role played by employee engagement and experience.

Employee retention

Employee is an implementing effective retention strategy goes beyond simply hiring talented individuals. It involves creating an environment where employees feel valued, supported, and motivated to stay long-term. By reducing turnover rates, organizations can enjoy cost savings, improve productivity, foster a positive work environment, retain valuable knowledge, and enhance their reputation in the industry. Retaining talented employees is an investment that yields long-term benefits for both the organization and its workforce.

Literature Review

- Leena James, Lissy Mathew (2012) the employee turnover is a common issue in India, IT sector and the HR manager are trying to develop effective retention strategies.
- According to Fitz-enz (1990) identified that the employee retention occurs from different factors and not because of single factor those factors can be salary or consideration, rewards, job security, training and development programs, work culture, organizational environment, organizational justice.
- Stein (2000), Clarke, Parker and Wright (2001) have observed that the organization should utilize a maximum range of human resource management factors to influence employee commitment and retention.

- Walker (2001) identified seven factors that can enhance employee retention: (i) compensation and appreciation of the work performed, (ii) provision of challenging work, (iii) chances to be promoted and to be learned, (iv) invitational atmosphere within the organization, (v) positive relations with colleagues, (vi) healthy balance between the professional and personal life, and (vii) good communicational skills.
- Izidor Nwokocha, EBJ Iheriohanma (2012) in Nigeria. They say that this can effect the production and expenditure for new employees. The Nigeria's companies decide to develop critical retention trends like making the employees to participate in decision making process and work flexibility programs.
- Osteraker (1999) mentioned about the two main factors for the success and growth of the organization that two factors are employee satisfaction and employee retention.
- Omer cloutier and Laura felusiak and Calvin Hill and Enda Jean Pemberton-Jones (2015). There are four aspects those are first and foremost important is communication, secondly hiring the diverse workforce, third selecting the skilled people. And finally providing the employees training and development facilities for the better success of the organization.
- Kehr (2004) categorized these factors into three variables: power, achievement, and affiliation. Let's delve into each of these variables to gain a deeper understanding.
- Hytter (2007) sheds light on additional factors that influence employee retention. Personal factors such as loyalty, trust, commitment, identification, and attachment to the organization directly impact an employee's decision to stay.
- According to Pritchard (2007), one crucial initiative to retain employees is implementing training and development programs. By investing in employees' growth and enhancing their skill set, organizations proactively increase engagement and boost retention rates.
- Eva Kyndt and Filip Dochy et al. (2009) conducted a study on employee retention and identified several significant variables. From a personal standpoint, factors such as the level of education, seniority, self-perceived leadership skills, and learning attitude play a crucial role in employee retention. Organizationally, appreciation, stimulation, and the pressure of work were found to have a strong impact on employee engagement and retention.

Objectives:

- Engaged employees refers to the level of involvement, passion, and commitment when employees are engaged they feel motivated and invest in the success of the company.
- Competitive compensation is the monetary and non-monetary pay that employees receive for their work.
- Work-life balance initiatives are given to the employees that can be benefits, policies or programs.
- Healthy and productive reward and recognition to the employees is offered in the workplace where employees do not feel drained mentally or physically.
- Career development opportunities to the employees introduces the professional interest and ensures to stay motivated and inspired.

Research methodology

The Research methodology is the specific procedures or techniques that are used to identify, select, process, and analysis the information about the topic. The research conducted is descriptive study. A quantitative approach was used in the study.

Primary data: primary data is collected through a field of survey with the help of structured self-administrated questionnaire.

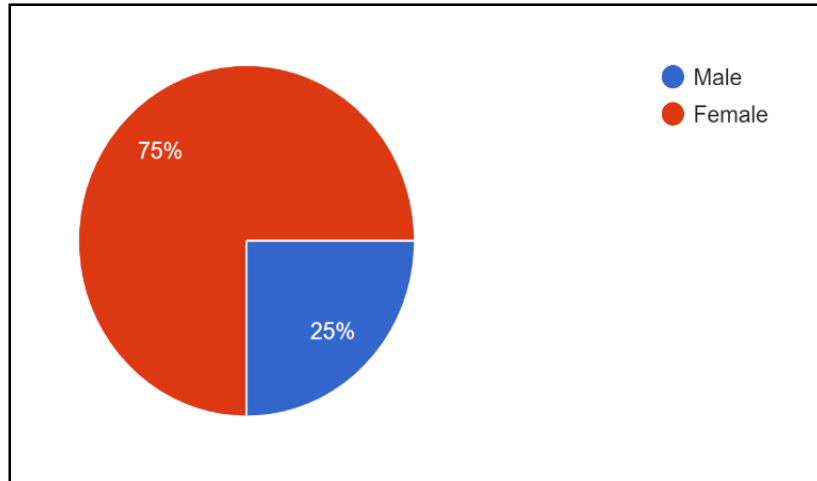
Secondary data: secondary data is collected by referring to the articles, research papers and internet source.

Sample size: The sample size selected for the study was 32 employees and the response was obtained from all the 32 employees. The questionnaire was distributed among the employees of Wipro.

Data analysis and interpretation

Q1. Gender.

Gender	No. of Employees	Percentages
Male	8	25%
Female	24	75%
Total	32	100

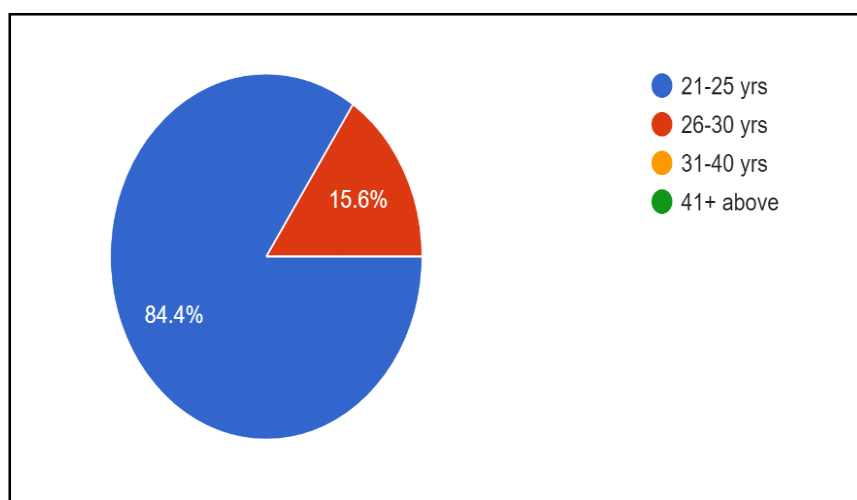


Interpretation:

The table represents the employees based on their gender. According to the survey 25% employees are males and 75% are females. This indicates that majority of female employee respondents are more in the survey.

Q2. Age.

Age	No. of Employees	Percentages
21-25 years	27	84.4%
26-30 years	5	15.6%
31-40 years	0	0%
41+ above years	0	0%
Total	32	100

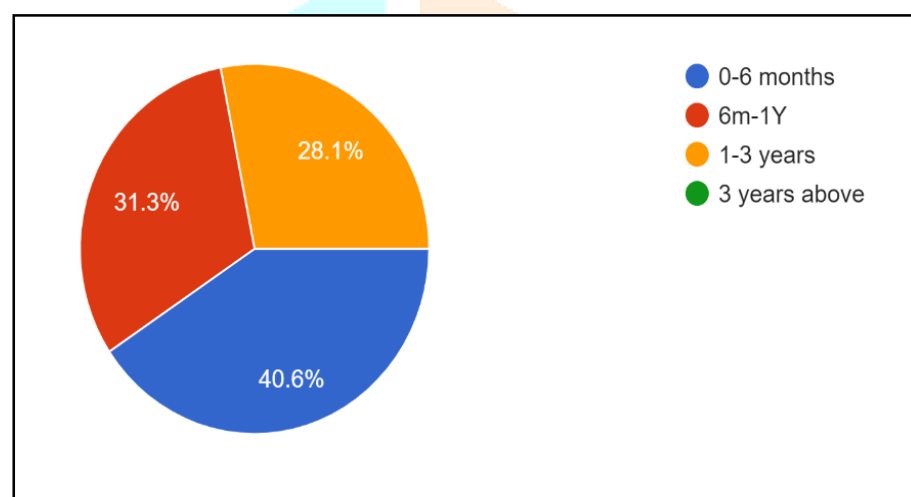


Interpretation:

The table represents the employees based on their age. According to the survey 27 (84.4%) employees are at the age between 21-25 years and 5 (15.6%) employees are between 26-30 years. From the above chart 27 (84.4%) employees are with majority at the age between 21-25 years.

Q3. Work experience of employees in Wipro.

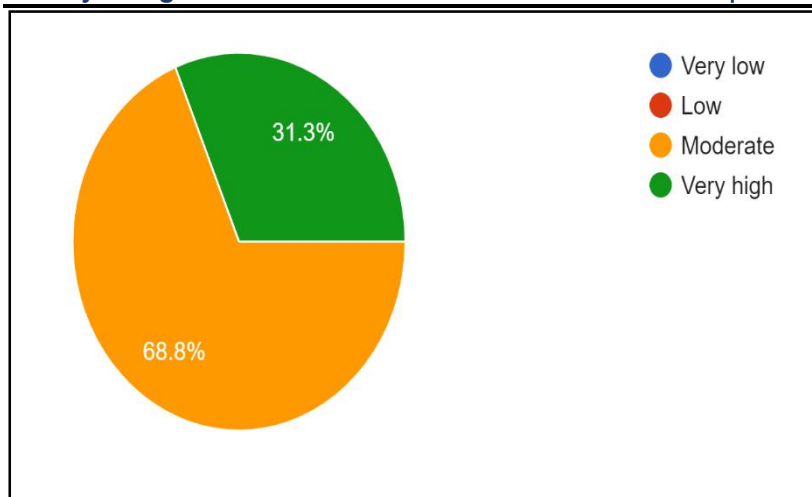
Experience	No. of Employees	Percentages
0-6m	13	40.6%
6m-1y	10	31.3%
1-3y	9	28.1%
3+ years	0	0%
Total	32	100

**Interpretation:**

The table represents the experience of 32 employees, 13 (40.6%) employees have the experience between 0-6 months, 10 (31.3%) employees have 6 months to 1 year of experience and 9 (28.1%) employees have between 1 year to 3 years.

Q4. How would you rate the level of teamwork and collaboration among employees at Wipro?

Opinion	No. of Employees	Percentage
Very low	0	0%
Low	0	0%
Moderate	22	68.8%
Very high	10	31.3%
Total	32	100

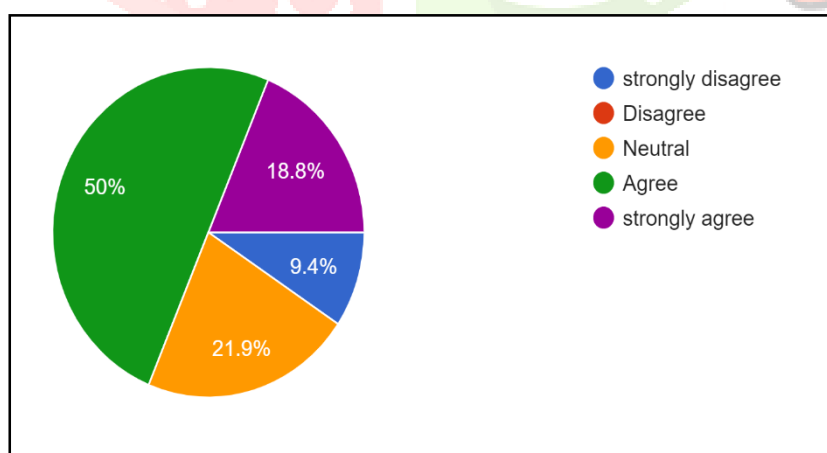


Interpretation:

The table represents the opinion of the 32 employees in the survey who are working in Wipro. 22 (68.8%) employees are having moderate level and 10 (31.3%) employees are having very high level of teamwork and collaboration among employees.

Q5. Employee recognition and rewards programs at Wipro are fair and motivating.

Opinion	No. of Employees	Percentage
Strongly disagree	3	9.4%
Disagree	0	0%
Neutral	7	21.9%
Agree	16	50%
Strongly agree	6	18.8%
Total	32	100

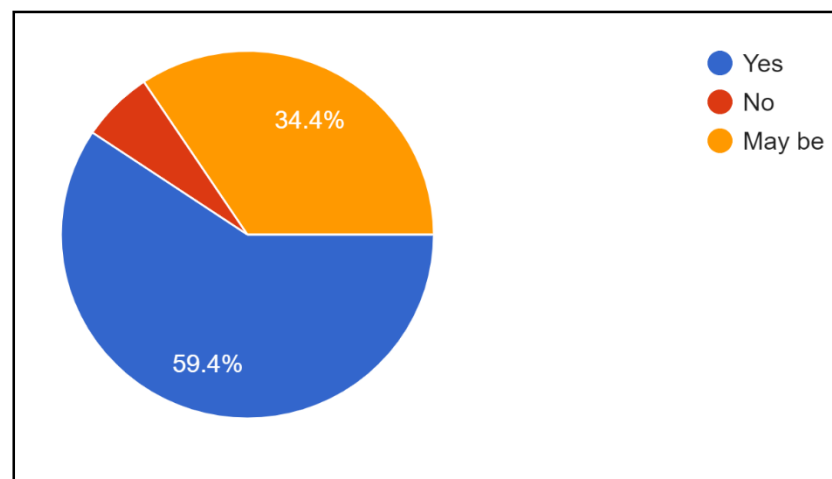


Interpretation:

The table represents the opinion of the employees in the survey, 3 (9.4) employees strongly disagree, 7 (21.9%) employees feel neutral, 16 (50%) employees agree, 6 (18.8%) employees strongly agree that employee recognition and rewards programs at Wipro will be fair and motivating.

Q6. Do you have adequate opportunities for professional growth and development?

Opinion	No. of Employees	Percentage
Yes	19	59.4%
No	2	6.2%
May be	11	34.4%
Total	32	100

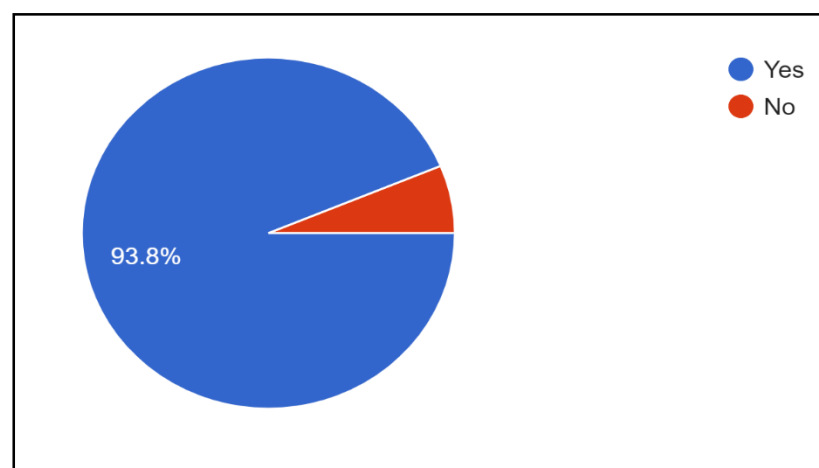


Interpretation:

The table represents the opinion of 32 employees in the survey who are working in Wipro. 19 (59.4%) employees feel yes, 2 (6.2%) employees feel no and 11 (34.4%) employees feel that they may or may not be.

Q7. Do you feel valued for the work that you do?

Opinion	No. of Employees	Percentage
Yes	30	93.8%
No	2	6.2%
Total	32	100

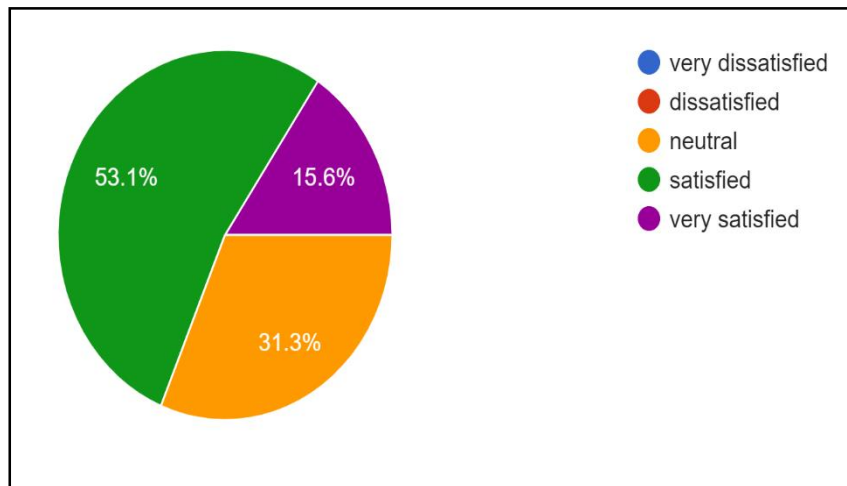


Interpretation:

According to the table 30 (93.8%) employees feel yes and 2 (6.2%) employees are with no as they are not feeling valued for the work they do.

Q8. How well are you satisfied with your job.

Opinion	No. of Employees	Percentage
Very dissatisfied	0	0%
Dissatisfied	0	0%
Neutral	10	31.3%
Satisfied	17	53.1%
Very satisfied	5	15.6%
Total	32	100

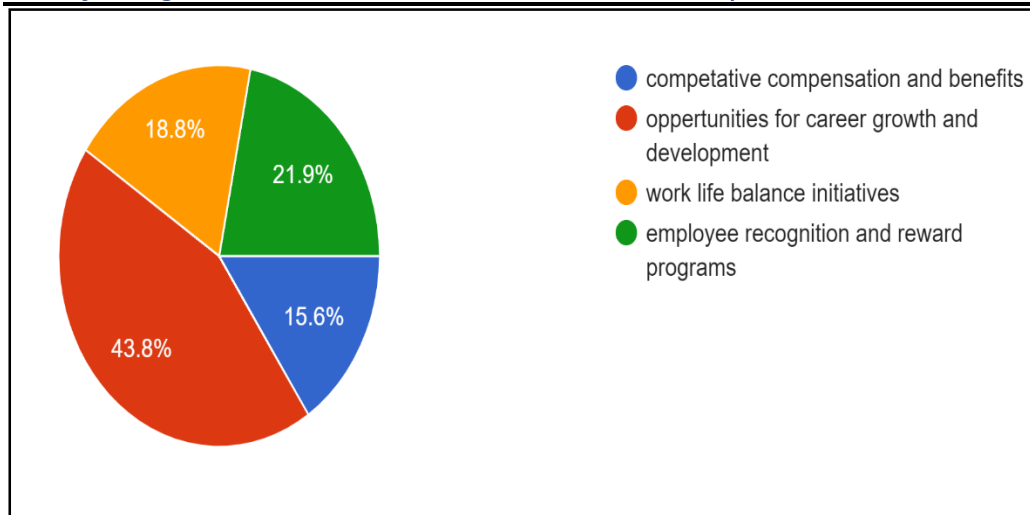


Interpretation:

According to the table 10 (31.3%) employee opinions are neutral, 17 (53.1%) employees are satisfied and 5 (15.6%) employees are very satisfied.

Q9. which of the following employee retention strategies do you think is most effective in Wipro?

Strategies	No. of Employees	Percentage
Competitive compensation and benefits	5	15.6%
Opportunity for career growth and development	14	43.8%
Work life balance initiatives	6	18.8%
Employee recognition and reward programs	7	21.9%
Total	32	100



Interpretation:

According to the table majority of the employees in the survey who are working in Wipro, 14 (43.8%) of employees support opportunity for growth and development strategy compared to the other employees.

Findings:

1. In Wipro majority of female employees i.e., 75% responded to the survey.
2. Most of the employees working in Wipro are at the age between 21-25 years.
3. According to the survey only few employees i.e., 28.1% have the work experience between 1-3 years.
4. More than half of the respondents i.e., 68.8% feel that there is a moderate level of teamwork and collaboration within the employees.
5. 50% of the employees agree for the recognition and rewards given to them are fair and motivating.
6. Adequate opportunities are provided for professional growth and development of the employees.
7. Majority of employees i.e., 93.8% feel valued for the work they do.
8. Employees i.e., 53.1% in survey working in Wipro feel satisfied with their job.
9. The most effective strategy for employee retention is to create an opportunity for career growth and development.

Suggestion:

- One of the most obvious way to retain the top employees is to offer better than average salaries and excellent benefits.
- The superior must appreciate the employee for purpose of motivating for their better performance.
- A well-compensated and engaging culture will make employees more likely to stay in their job for long term.
- When employees can voice their concerns freely, organizations can increased retention and stronger performance.

Conclusion:

Employee retention turnover will be the biggest challenge for every organization. It plays a vital role in an organization's growth and success, by prioritizing employee engagement, employee experience, providing higher education, salary hike, so on. Promotions, rewards, recognition of employee performance have been a key part to Wipro's employee retention strategy. Some of the important factors for employee retention are pay and benefits, career growth, work environment, and training development.

Reference:

- Leena James, Lissy Mathew (2012), Employee retention strategies: IT industry.
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- Pritchard (2007), one crucial initiative to retain employees is implementing training and development programs.
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