A Study on HR Practices for Employee Retention in Select Indian IT Organizations

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ABSTRACT

One of the most critical issues facing the IT organizations today is how to retain the knowledge workers. Human assets are the only true differentiator for an organization to build its competitive advantage. When an employee leaves the organization it causes a loss of intellectual property, investments both in terms of time and money, business and social connections, goodwill and sometimes an employee or two in the form of referrals. The IT companies’ tacit knowledge gained from experience and personal inquisitiveness may not be passed from outgoing employee through knowledge transfer. Therefore it becomes imperative for the employer to understand the range of factors that influences employees decision making to leave the org and employees’ intention to stay in the organization. By implementing HR best practices the management can prevent the competitors from attracting and poaching the talent already nurtured in the company over a period of time. This research paper explores and documents HR best practices in employee retention in select Indian IT organizations and an extensive review of literature is undertaken to develop a thorough understanding of the principles behind these HR best practices.

Keywords—Employee retention, HR practices, Retention management.

I. INTRODUCTION

Organizations today are constantly wrestling with the trends that has revolutionized the business completely. Technological changes, global competition, deregulation, demographic shifts has led to the creation of an information age society. Society has now become knowledge-based where clearly human capital is considered a key resource and indispensable to the survival of business. As the retention of talent with critical skill sets is acknowledged by the organizations as vital for the achievement of business growth and the building of organizational competencies, some organizations strive to be the employer of choice by creating a positive environment and offering challenging assignments that foster continues personal growth. Andrew Carnegie, the famous industrialist of 19th century commented, “Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again”. Even in today’s evolution of technology, these words are very true. Retaining key employee is a vital source of competitive advantage for any organization.

II. OBJECTIVE & METHODOLOGY

Objectives of the Study:
- To study the principles behind HR practices in India
- To identify best HR practices for employee retention in select Indian IT organizations.

The study is descriptive in nature. The paper is based on the secondary data available through books, various research journals, case studies, published reports and company’s official website.

III. REVIEW OF LITERATURE

The Principles behind HR Practices in India

Indian organizations normally direct their HRM efforts towards the development of competencies, culture and effectiveness among employees individually or in groups (Singh, 2003). Organizations may use many mechanisms to achieve their HRM goals as without competent and committed employees, an organization can achieve very
little even it has excellent technological and other resources at its command. Such an assertion gains better credibility in the context of developing countries like India, that is, typically in early growth stages in terms of economic development and growing more rapidly than the 'traditional' developed economies of Japan, North America and Europe. This also includes most South East Asian, South Asian and some Latin American countries. Selection in organizations is based on non-job related criteria like attractiveness, goal orientation, and interpersonal skills: a general lack of concern for value congruence (Prakash, 1994). The dominant emphasis has been on the universal practice of identifying and improving on existing performance strategies. This practice would require a complete reversal where congruencies of values should find a place in selection and Training. Only then would it be possible to achieve linkages with the values of the wider socio-cultural context in India. In order to make an organization effective, the values of the society and the cultural milieu should be synthesised with those of the organization and its functioning. Fombrun, Tichy, and Devanna (1984) expanded these premises and developed the model of SHRM, which emphasises a 'tight fit' between the organizational strategy, organizational structure and HR system. Political, economic and cultural forces are responsible for an organization’s mission and strategy. This explains these causal relations, which form the ‘tight fit’ between strategy, organization structure and HR policies and practices. On the basis of mission and strategy, the shape of organization is structured, i.e., people are organized to carry out different tasks to achieve the organization’s mission. Budhwar (1996) found a shift of approach from reactive and prospective to proactive and descriptive advantage, now one of the priorities of HRM. HRM contribution to achieving competitive advantage is the prime focus. The relative positioning of both current and future perceptions considered against worldwide patterns were found in twelve countries. The pressures and challenges thrown by the liberalised economic policies in India depict any concrete changes in HRM goals and priorities were studied. Secondly, he tried to understand whether India appears to be modeling any other country or it offers unique pattern of HRM. Singh (2003) found HRM in Indian context could be regarded as an outcrop of interest in the area in corporate business strategy. The research under ambit of HRM practices is having different parameters and generic names. The parameters or independent variables while going through the review of literature are: job enrichment, transformational labour relations, progressive HRM practices, recruitment, selection, test validation, performance appraisal, team building, training, career management, job characteristics, planning, rewards and so on”. (Anil kumar singh, 2009)

**Contemporary India and HRM**

Som (2006, 2007) suggested that, because of increasing competition that has resulted from liberalization, Indian organizations have adopted HRM practices both critically and constructively to foster creativity and innovation among employees. By way of summary, Budhwar and Bhatnagar (2009) book provided an overview of HRM practices in India, including key developments in Indian HRM, determinants of Indian HRM, sector specific HRM, emerging themes, future challenges, and the way forward. The challenges of managing talent have led firms in India to implement HRM systems, often based on their understanding of the best practices used in successful MNCs (Bjorkman and Lu, 2001). If we talk about strategic HRM in the Indian context, then it is evidenced by significant variations in HRM strategies across different levels of employees. There can be a number of explanations for the low level of sharing of strategic and financial information with different levels of employees in Indian organizations. The first is mistrust, or the low faith of higher management in their subordinates (Sparrow and Budhwar, 1997; Budhwar and Khatri, 2001). Second, research has shown that Indian managers are less willing to delegate and have a high possessive attitude towards their subordinates (Sharma, 1984; Budhwar and Khatri, 2001). Hence it seems that the more privileged and powerful have greater access to more information than the less qualified or lower level employees. Third Indian managers like centralised decision making (Kakar, 1971; Budhwar and Khatri, 2001).

According to the literature there is a shift taking place in the pattern of HRM practices in Indian organizations, from the traditional administrative types to a more strategic and proactive type. This mainly is due to the competition created by the liberalization of economic policies. However, its only the beginning of a long process which has to survive the political and social pressures. Considering the pressure created by the present dynamic business environment, Indian organizations need to pursue more rationalized HRM practices, which should emphasize solely performance and should be less influenced by the traditional values, religious and political factors(Som, 2006).

**HRM Practices in India**

The impact of culture and relationships on performance is considered critical in the Indian environment, and several studies have explored the impact of supervisor-subordinate relationships on individual and organizational performance (Aryee et al., 2002; Varma et al., 2007; Varma et al., 2005). In spite of the above developments, the available literature has reported that the Indian HRM system(s) is somewhat unstructured, and less formal, when compared to Western countries, though the gap is reducing rapidly. It is worth noting here that the HRM function in the Indian context is significantly
influenced by issues such as social relations, political connections, caste, religion, economic power, labour legislation, trade unions, and competition from foreign firms (Budhwar and Sparrow, 1998, 2002; Saini and Budhwar, 2007). These assertions, however, need further empirical testing in the present context, where emerging sector-specific information suggest otherwise. For example, in business process outsourcing (BPO), HRM systems are known to be very formal, structured, and rationalized (Bjorkman and Budhwar, 2007; Budhwar et al., 2006). It can be argued that the status of the Indian HR function has evolved over the past century from clerical, administrative, managerial, and executive into a strategic and change partner. As the Indian economy continues to grow, however, the interest of both researchers and policy makers continues to grow regarding what kind of HRM systems relevant for the Indian context. Further, given the scarcity of robust HR research, the opportunity for HR related research in India is immense. Som (2006), identified several leading Indian companies such as Wipro and Infosys that have adopted innovative HRM practices that are particularly adjusted to the local labour market.

Theories and Models

According to Budhwar and Khatri (2001), a formal HRM structure exist in the Indian context which could be investigated under different theories and models in different business sectors.

The Harvard Model

The Harvard Model of HRM was first articulated by Beer, Walton, Mills, Spector and Lawrence (1985). Some researchers have denoted this as the soft variant of HRM (Legge, 1995; Truss et al., 1997), mainly because it stresses the human aspect of management of HRs and is more concerned with employee-employer relationships. The actual content of this model, is described in relation to four policy areas: human resource flows, reward systems, employee influence and works systems. The aims of these HR policies is to achieve commitment, competence, congruence and cost-effectiveness. The model allows the analysis of these outcomes at both organizational and societal level.

The Contextual Model

This model was developed by researchers at the centre for corporate strategy and change at Warwick Business School in the UK. According to Hendry and Pettigrew (1992), HRM should not be labelled as a single form of activity. Organizations may follow a number of different path ways to achieve the same goal. This is mainly because of the linkage between outer environmental (socio economical, political, legal, competitive) context and inner organizational (culture, structure, leadership, task technology and business output) context. These linkages directly contribute to an organization’s HRM policies.  

The 5-P model (strategic integration)

The 5-P model is mainly based on SHRM which is largely concerned with integration and adaptation. SHRM therefore has many different components, including HR policies, culture, values and practices. Based on such premises, Schuler (1992) developed a 5-P model of SHRM that deals with five HR activities (Philosophies, Policies, Programmes, Practices and Processes) with strategic needs.

The European model

According to Brewster (1995), this model is based on the premise that European organizations operate with restricted autonomy. They are constrained at both the international (EU) and national level by national culture and legislations. At the organizational level by patterns of ownership and at the HRM level by trade union involvement and consultative arrangements. He has also talked about external (legal framework, vocational training programmes, social security provisions and the ownership patterns) and internal (union influence and employee involvement in decision making) constraints on HRM practices.

Concept of Employee Retention

Retention is a complex concept and there is no single proven method for retaining employees in a company. 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 joinee, 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. In literature, retention has been viewed as “an obligation to continue to do business or exchange with a particular company on an ongoing basis” (Zineldin, 2000). A more detailed and recent definition for the concept of retention is “customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions” (Stauss et al., 2001). Studies have also indicated that retention is driven by several key factors, which ought to be managed congruently: organizational culture, communication, strategy, pay and benefits, flexible work schedule and career development systems (Logan, 2000).

Employee Retention Management

“Ganesh, (1997) identified two types of factors that encourage an employee to leave the present job are push factors and pull factors. Push factors pertain to the dissatisfaction causes are work environment, compensation, low employee benefits, inconsistent HR policies, incorrect work assignments, lack of challenge, lack of career development schemes, fear of being found out and level of competence. Pull factors that lure an
employee are higher compensation package and greater technical challenge. Persis Mathias (2001) states that it is hard work engaging Indian software talent by the Software industry, which is spawning ground for IT professionals. Retention of employees is a major task before HR professional managers.

AMR (attract, motivate, retain) is a big concern IT industry. In developed and emerging countries, Attraction and retention of employees is of the most desired practice and competence of the high performance organizations. Search for best talent will be very difficult in coming years. Retention can be possible by many ways but one of the most used in organizations is paying more than they are earning. Lawler III (2005) stated that in these days organizations are competing for talent rather than counting employees loyalty. They are focusing on attracting, hiring and retaining the required talented persons. For this purpose organizations must utilize those practices which are in favor of both employees and employers leading them towards higher performance levels. It is important to recruit strategy driven and shrewd employees because it creates sense of alignment between employee and organizational values and goals.”(N. Suhasini, T. Naresh Babu,2013)

**Employee Retention in IT industry**

“As the Organization began to feel the impact of the rise of voluntary employee turnover, employee retention strategies emerged. IT the sunshine industry of India that contributed a major share towards the GDP (6.4% in 2011) of our country is faced with the challenge of retaining people as the attrition rate is high. In FY12, IT industry has witnessed an average attrition rate of 17-25% as compared to other sectors in India like manufacturing, banking and others, which is about 8%. It was also observed that the attrition has dipped down in FY12 from FY11 (55-60%) according to a recent industry specific survey carried out by the Associated Chambers Of Commerce and industry of India (ASSOCHAM). From the survey it was found that the dip in attrition rate is due to the rise in retention and employee satisfaction programmes undertaken by IT firms, but this has to be reduced further.

Earlier studies on retention mostly focussed on analysing the causes for employees leaving the Organization, aiming at controlling attrition, and it was found that the causes varied from one Organization to the other. Later studies on employee retention focused on factors that influenced the employees to stay back in the Organization, to concentrate on those factors that hold back the employees. Last decade witnessed studies on attitude/behavioural changes of employees towards work and work relationships, as it was believed to predict turnover. Last but the least employees’ expectations from the Organization on priority basis cannot be ignored. The above study on employee retention factors influencing IT professionals is an holistic approach involving all the above aspects from the perspective of employees of both Indian and Multinational IT Companies considered, to understand whether the strategies differ with respect to the background of the Organization they are associated with”.(Minu Zachariah, Dr. Roopa T.N,2012)

“The Indian IT industry characterized by long working hours, rigorous works, heavy work pressures and pressing deadlines always brings challenges for its employees. The employees are not willing to work in such organization where the prevailing culture is not supportive and many even quit the job; retention happens to be critical then. C. Janki (2009) in his article “Employee Retention” discussed that most challenging issue faced by today’s global organization, is to retain their employees and provided insights into employee retention strategies, measures and techniques to minimize the rate of attrition. He said for retaining valuable employees the strategies of proper attention should be given to every employee, get the right people at right time, provide training coaching plan for succession and acceleration pool, offer better career visibility, use explicit ranking systems tied to incentive and differentiate the organization with unique culture, can be adopted. Baron and Hannan (2002) provide an instructive conceptual framework with three dimensions of employment blue prints for success in high-tech start-up firms. First a basis of attachment and retention includes compensation, quality of work and work group as a community; the social identity. This is a key basis for creating the second dimension for attachment Criteria for selection- which includes skills, exceptional talent/potential and fit with a team or organization. Thirdly means of control and coordination include direct monitoring or peer or culture control, reliance on professional standards, and formal processes and procedures”.(Subhasree Kar & K. C. Misra,2013)

The IT sector is playing prime role in generating revenue as well as in providing direct employment to around 2.3 million people in India. According to the industry body NASSCOM, Indian IT sector is estimated to provide direct employment to around 10 million by 2020. In FY 2010 IT sector has contributed around 5.6% to India’s GDP. India’s human capital advantage has been one of the prime reasons for the rapid growth of the IT sector. Post recession, the IT sector has seen tremendous growth and today the market has become extremely competitive. Talent attraction and talent retention has become a major challenge for the employers.

The attrition rate for IT companies was in the range of 14-25 percent for the fiscal year 2010-2011. Recruitment and selection of right employees is critical challenge for employers. Motivation and retention of valuable employees leads to the success of business in turbulent environment. The present scenario is quite complex where employers are facing the difficulty of attracting and retaining talent due to availability of more job opportunities. High recruitment costs, loss of expertise,
decrease in productivity and lower quality are the results of employee turnover.

According to a study conducted by MyHiringClub.com, the IT and IITES sectors saw the highest attrition rate of 23 per cent in the first quarter of 2010-11. “Beside pay packages, career level growth and relationships with supervisors are the other reasons for higher job attrition,” MyHiringClub.com Founder and CEO Rajesh Kumar said. The main reason for switching a job is pay packages (21 per cent), followed by career level growth (16 per cent), dissatisfaction with supervisors (15 per cent) and work pressure (14 per cent). Some of the common reasons for attrition in IT industry are as follows:

1. Compensation
2. Role
3. Location Preference
4. On Site (Overseas)
5. HR Policies affecting the career (Promotion, probation, performance appraisals, organizational culture, etc)
6. Work related issues (Shifts, overtime, project facilities)
7. Personal (Health, family, etc) (N. Suhasini, T. Naresh Babu, 2013)

IV. A STUDY OF HR BEST PRACTICES FOR EMPLOYEE RETENTION IN SELECT INDIAN IT ORGANIZATIONS

It has been observed that there is a great demand for skilled IT professionals within India and abroad, which has resulted in technocrats leaving the Organization in search of greener pastures. The IT Organizations in today’s context cannot afford to lose their critical workforce due to uncertainty of changing economy, increasing competition and scarcity of skilled workforce as this would in turn affect their bottom lines drastically. This created the need for designing effective retention strategies. A holistic approach is essential to understand the factors controlling employee turnover in Indian IT and Multinational Companies by the HR Managers.

Wipro

Wipro provides a progressive workplace for its global workforce. People practices are shaped by the Spirit of Wipro values, Code of Business Conduct and Ethics, as well as principles of the U.N. Global Compact, U.N. Universal Declaration of Human Rights and International Labour Organization. India policies are aligned with the National Voluntary Guidelines. Engagement and Empowerment: The leadership team engages with employees through the year, via forums such as business unit level 'All Hands Meets', 'Function meets' and company level 'Wipro Meets'. During these interactive forums, leaders share business performance highlights, set the context for the rest of the year and also seek employee feedback. Outstanding performers are also conferred with rewards and recognition during these sessions.

Feedback in Action: The year 2012-13 saw the launch of Feedback in Action, under which all of Wipers employee feedback mechanisms such as the Employee Perception Survey, Employee Perception Survey and Employee Pulse Survey: One significant source of employee feedback and opinion is the Employee Perception Survey (EPS) which is conducted once every 2 years. As a follow up to ESP 2011, a number of actions were planned and implemented. In order to gauge the impact of these actions, and measure current engagement levels, the EPS Pulse survey was held in January 2013. The top areas of improvement identified from the Pulse are customer focus, middle manager capability, internal business processes and communication of vision.

Employee Advocacy Group (EAG): is a 120+ member representative group managed by Wiproites to voice employee suggestions. EAG Members are selected amongst amongst employees with the objective to hear out employee ideas and recommendations to improve company policies and processes.

‘Mitr’ is an Employee Assistance program (EAP) for emotional counseling as well as specialist legal and financial advice in India. Mitr counselors are accessible 24X7 on phone.

Reward and Recognition:
The 'Winners Circle' is a rewards program for recognizing and encouraging excellent performance. The program enables managers to easily announce incentives and prizes, in the form of 'reward points'. Winning employees have a wide array of prizes to choose from. The 'Best People Manager Award' is one of the most coveted awards in the organization. These awards recognize managers who have engaged, motivated and retained their teams via best practices.

Freedom of Association: At Wipro, employees right to form or participate in trade unions is respected. Less than 1% of the global workforce is part of registered trade unions and work councils.

Women of Wipro (WOW) - The objectives of Women of Wipro are to improve retention of women employees, enhance the talent pipeline of women leaders at senior levels, and develop Wipro as an equal opportunity employer. The most notable initiatives under Women of Wipro are:

• Women in Leadership workshops
• Mentoring for Success program for high-potential women in middle management
• In addition 'Lunch & Learn with Leaders' sessions were introduced for participants of Women in leadership, Mentoring and career conversations sessions. 16 participants have so far attended these sessions.
Manager Excellence Framework: The Manager Excellence Framework was launched in Oct 12. The framework includes a set of resources available to managers to boost team performance, build process capability and chart out self-learning & developmental plan. Managers have access to a self-development feedback survey, workshops, online courses & mentors.

**HCL Technologies**

**Puts Employees First, Customers Second**

By putting employees first, HCL could create a culture that attracted and retained creative employees. Putting the customer second may sound heretical, but it worked. HCL transformed its business by practicing radical transparency and increasing the autonomy of individual development teams. HCL also turned its traditional organizational pyramid on its head by making shared-service organizations such as tech support and management accountable to frontline developers. Developers are responding with innovative ideas and creating a self-sustaining “can-do” culture.

Practicing radical transparency - Radical transparency starts with opening the financial window on all projects. This enables all team members to see how their project is doing, how other projects are doing, and how entire business units are performing. It invites comparison.

Employees love having full access to information, and they love the fact that there’s no place for poor performers to hide. Implementing broad-spectrum 360-degree reviews - Frontline workers can review any manager who directly or indirectly influences their work. And managers are encouraged (but not forced) to make the results of their reviews public for all to see. This is where peer pressure kicks in: As senior executives post their reviews, the pressure mounts for other managers to follow suit.

One way to measure the level of employee engagement is to measure and track employees’ levels of passion. HCL does this with the EPIC (Employee Passion Indicative Count) assessment. Every year employees voluntarily take the EPIC assessment. Each employee gets a customized report on his or her passions. Employees use their EPIC scores to forge a shared purpose. Only immediate managers get access to an employee’s EPIC scores, and they are not used as part of the performance appraisal process. Rather, they are used as a focal point to develop employees’ careers and help them align their personal passions with client projects, such as a social networking project or a mobile development project.

“Meme” HCL’s social network - Meme reinforces the culture of transparency as more employees share information about themselves. As an example, a group of female employees set up a shared blog, called Blog Her, about issues they face in the workplace. The blog creates an important area to discuss a different perspective on HCL’s corporate culture.

“MAD LTD” engages social consciousness - HCL also took the “make a difference and lead the difference” theme and applied it to creating a shared purpose for philanthropy while connecting employees to youth across India. The MAD LTD program builds on the idea of leadership from the ground up and also serves as a way to connect HCL to local communities (and new young talent with distinct social passion). It’s an example of direct action instead of faceless corporate philanthropy.

**TCS**

The Company has created a performance driven environment where innovation is encouraged, performance is recognized and employees are motivated to realize their potential. Its relentless pursuit to connect with employees on a regular basis, communicate in an open and transparent manner, provide opportunities to learn and grow within the organization have yielded desired results as is evident from the high retention rates and the motivation and engagement levels of its employees.

Compensation management system at TCS is based on the economic value added (EVA) model. The company conducts appraisal of its regular employees twice in a year, and also at the end of the project in case of employees hired specifically for various projects.

TCS has set up a state-of-the-art training centre, ‘Technopark’ at Thiruvananthapuram which offers training to new recruits and TCS staffers at various levels. ‘Technopark’ provided the employees with three kinds of training programmes - technology, attitudes and management. TCS has a Manpower Allocation Task Committee (MATC) which determined the career path for employees.

**Talent Retention**

The performance and career management processes of TCS are fully globalised. Digitized systems have been enhanced and new ‘Career Hub’ has been launched for streamlining the process of recording aspirations, identifying high potentials, mentoring and tracking career movement of employees. The culture of reward and recognition in TCS is aided by ‘TCS Gems’, the global reward and recognition tool, with well-defined criteria and processes to enhance performance. A number of non-work related employee engagement initiatives such as fun events, sports, cultural activities and volunteering for social causes are organized across the globe under its employee engagement platform known as ‘Maitree’. The culture of volunteering helps employee bonding within the organization and reduces stress at work. Employees are also encouraged to involve their families in these activities. Employee health and safety are of crucial importance. Fit4Life, health awareness sessions, periodic medical check-ups, gymnasiums in offices and 24x7 'Employee Assistance Programme' are some of the important...
initiatives undertaken by the Company to encourage health consciousness.

In fact, the employee engagement initiatives and various HR interventions have helped the company to control attrition. Today, TCS remains the industry benchmark for talent retention. Its attrition rate including BPO has come down to 10.60 % in 2013, as compared to 12.20 % in 2012.

**Infosys Technologies**

India’s second biggest software services company, Infosys Technologies Ltd has launched a program called ‘Talent Strategy 2015’ to deal with a large number of global hires, attract talent and stem attrition to boost revenue per employee.

The new program is a part of company’s five-year plan to ideate talent management paradigms and practices. The company embarked on a fact-finding exercise by undertaking a three-month quick survey among its employees. Employees were asked to define policies and initiatives they wanted. A panel of 100 members drawn from business verticals and geographies, in the age group of 21 years to 53 years with tenures of 6 months to 15 years, along with business heads will evaluate the ideas and implement those which are accepted.

Infosys’ talent retention process involves creating an internal job market that will allow the company’s staff to check the availability of roles and the compensation awarded. Employees have expressed their interest to work with mobile phones, BlackBerrys, iPads and iPods besides other gadgets instead of computers and workstations which are seen as incentives for staff to enjoy access to digitization. Infosys has implemented employee engagement strategy to retain its employees to ensure the implementation of sustainable development in the entire Organization. Employee Engagement Strategies at Infosys includes Corporate Channel, Infy TV, Intranet – Sparsh, Sustainability portal, Eco Clubs, Employee Committees, Communication Design Group. Infosys believes that sustainability retains employees and employee retention strategies can promote sustainable development.

Infosys launched “Pathfinder,” which is a career movement programme. As a part of this initiative, 23,000 people have gone through career workshops to understand more about their options. The company introduced a quarterly promotion cycle and increases variable payout to retain employees. The company has also introduced a fast-track career path for high performers.

**V. CONCLUSION**

Research evidence shows that HR research is inspired by western models, and lacks an indigenous perspective. The review of literature on HRM practices has revealed that most of the work done is in relation to organizational strategy. In the war for talent, companies implement alternative channels such as quarterly promotions to attain, train and retain the workforce with in-demand skills. There should be different retaining tools/programs for employees with different skills and responsibilities. Recognising employee performance through salary hikes and engaging people at work is considered to be an effective retention strategy in the current job environment. However, beyond competitive salaries, employee retention strategies need to promote a merit-based culture, provide interesting job content and better career progression opportunities.

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