

EMPLOYEE ENGAGEMENT AND RETENTION

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ABSTRACT

Tata Power is a major power player in the market and is a 150 year old company; it has various JVs and subsidiaries under it.

A project was taken up on Employee Retention and Happiness in WREL; where in various research and survey methods were adopted.

Competitors study was done on the basis of revenue, number of employees, share prices and production capacity; various Employee Retention and Happiness practices were analysed of the competitors and Tata Power.

On the basis of survey the feedback was collected on which major need is on recognition and appreciation of employees, improving the transparency, making the employees feel valued and providing more career development opportunities to employees.

Suggested tools can help in improvising the current practice at WREL.

Keywords: Recognition, Appreciation, Transparency, Retention, Happiness

INTRODUCTION

“The right people, with the right skills, in the right place, at the right time” Long-term health and success of any organization depends upon the retention of key employees

Employee Retention

Long-term health and success of any organization depends upon the retention of key employees. Earlier research studies indicate that employee retention is a challenging task for the organisations in today’s scenario of competitive business environment.

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. The organisations that values the employees, place their employees and put into the best strategic policies and practices reflect effective retention practices which in turn, will benefit the organisation with commitment and productivity from the employees.

Retaining a valuable employee is crucial due to multiple reasons.

An organization invests time and money in grooming an individual and make him ready to work and understand the corporate culture: A new joiner is completely raw and the management really has to work hard to train him for his overall development. It is a complete wastage of time and money when an individual leaves an organization all of a sudden. The HR has to start the recruitment process all over again for the same vacancy.

It is essential for the organization to retain the valuable employees showing high talent and potential: Every organization needs hardworking and talented employees who can really come out with something creative and different. No organization can survive if all the top performers quit. It is essential for the organization to retain those employees who really work hard and are indispensable for the system.

Turnover Crushes the Bottom Line: According to the Center for American Progress, it costs roughly 20% of an employee's salary to replace that individual. So when the employees are constantly leaving for greener pastures, the company is forced to spend the equivalent of over two month's worth of salary just to find someone to replace them.

In order to reduce employee turnover, it is necessary to understand the reasons why employees leave. Good employees quit for numerous reasons.

Work-life imbalance: Increasing with economic pressures, organizations continue to demand that one person do the work of two or more people.

This is especially true when an organization downsizes or restructures, resulting in longer hours and weekend work. Employees are forced to choose between a personal life and a work life. This does not sit well with the current, younger workforce, and this is compounded when both spouses or significant others work.

Feeling undervalued. Everyone wants to be recognized and rewarded for a job well done. It's part of our nature. Recognition does not have to be monetary. The most effective recognition is sincere appreciation.

Recognizing employees is not simply a nice thing to do but an effective way to communicate appreciation for positive effort, while also reinforcing those actions and behaviours.

Raises and promotions frozen. Over the years, studies have shown that money isn't usually the primary reason people leave an organization, but it does rank high when an employee can find a job earning 20 to 25 percent more elsewhere. Raises and promotions are often frozen for economic reasons but are slow to be resumed after the crisis has passed.

Organizations may not have a goal to offer the best compensation in their area, but if they don't, they better pay competitive wages and benefits while making their employees feel valued! This is a critical combination.

Growth opportunities not available. A lot of good talent can be lost if the employees feel trapped in dead-end positions. Often talented individuals are forced to job-hop from one company to another in order to grow in status and compensation. The most successful organizations find ways to help employees develop new skills and responsibilities in their current positions and position them for future advancement within the enterprise. Employees who can see a potential for growth and comparable compensation are more inclined to stay with an organization.

In order to retain the employee, the company must truly care about the employees. They should provide regular positive feedbacks, encourage employee creativity, give growth and development opportunities, encourage a work-life balance and offer competitive salary and perks.

Employee Engagement

Employee engagement is the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference. An engaged employee is in it for more than a pay-check and may consider their well-being linked to their performance, and thus instrumental to their company's success.

Engaged employees lead to

higher service, quality, and productivity, which leads to...

higher customer satisfaction, which leads to...

increased sales (repeat business and referrals), which leads to...

higher levels of profit, which leads to...

higher shareholder returns (i.e., stock price)

"To win in the marketplace you must first win in the workplace." Employee engagement is the key to activating a high performing workforce.

Employee engagement boosts productivity, increases customer satisfaction, fosters innovation, enhances and company culture and adds to the success of the company.

OBJECTIVE

Analyse the current employee engagement and retention strategies, finding gaps and suggesting changes.

HYPOTHESIS

Analysing the competitor's on the basis of revenue, number of employees, share prices and production capacity.

COMPANIES IN POWER SECTOR

There are some big players in solar in India as well but their solar energy portfolio is insignificant compared to their overall business:

- I. NTPC
- II. ADANI POWER
- III. L&T POWER

COMPETITORS ANALYSIS

<u>ANALYSIS</u>	<u>REVENUE</u>	<u>NO. OF EMPLOYEES</u>	<u>SHARE PRICE</u>	<u>CAPACITY</u>	
TATA POWER	\$4.13 BILLION	4126	71.25	3021 MW	693 HYDRO 1188 SOLAR

					1140 WIND
<u>ADANI POWER</u>	\$1.8 BILLION	2000	15.75	1958 MW	1898 SOLAR 60 WIND
<u>NTPC</u>	\$13 BILLION	20124	152.05	1728 MW	800 HYDRO 878 SOLAR 50 WIND

STRATEGIES USED BY THE COMPANIES-

COMPE TITORS	ACTIVITES	TRAINING & DEVELOPMENT	LEADERSHIP DEVELOPMENT
TATA POWER	<ul style="list-style-type: none"> ➤ Medical Checkup ➤ OPD Policy For Employees And Family ➤ Insurance Coverage for The Family (Parents And Kids). After Retirement For The Employee And Their Spouse ➤ Monthly Engagement Calendar Fun At WorkPlace ➤ Birthday Celebrations ➤ Festival Celebration 	<ul style="list-style-type: none"> ● TTLC ● TPSDI ● Internal Training ● External Training ● Induction Training ● Higher Education Policy 	<ul style="list-style-type: none"> ■ TMTC ■ High Potential Employees Are Sent To Harvard, IIM

<p>ADANI POWER</p>	<ul style="list-style-type: none"> ➤ Appreciation Week ➤ Family Get Together ➤ Free Medical Checkup For Parents ➤ My Dad's Office 	<ul style="list-style-type: none"> ● E-Vidayalaya ● Learning Resource Centre 	<ul style="list-style-type: none"> ▪ AMDC
<p>NTPC</p>	<ul style="list-style-type: none"> ➤ Competition For Executive Talent ➤ Business Minds 	<ul style="list-style-type: none"> ● On-line training facilities ● Employee Development Centres ● Simulator Centres ● Induction training 	<ul style="list-style-type: none"> ▪ PMI ▪ Professional Circles ▪ Quality Circles
		<ul style="list-style-type: none"> i. Theatre ii. Yoga iii.CSR iv. Mentoring v. Sports 	
<p>L&T</p>	<ul style="list-style-type: none"> ➤ Games ➤ Cultural Programmes ➤ Contests 	<ul style="list-style-type: none"> ● Centre Of Excellence ● Induction Training i. Assignments ii. Product simulations iii.Exercises 	<ul style="list-style-type: none"> ▪ Leadership Development Academy ▪ PMI ▪ Any Time Learning ▪ MDC Journal Of Management

1. ADANI POWER

At Adani, they have a judicious blend of a strong value system evolving best practices for enhancing and improving - Organizational & Employee Capability for maximizing organizational objectives. People processes / practices have been designed and executed to facilitate these in a propitious work environment.

Some major happenings: -

APPRECIATION WEEK

To inculcate a culture of appreciation and a spirit of thanking among the employees, an Appreciation Week is organized. Activities like “Writing appreciation messages, tying different colored bands, writing messages on balloons, ‘Line Up’ contest” take place and all the employees, departments as well as senior managers take part in it.



Family Get together

Families are the storehouse of energy for any individual. When you leave home with a smiling face, the entire day falls in place. Family Get- Together is something that everyone looks forward to. Planning and implementation of get togethers are done by the employees themselves.

From visits to the Rann Festival to outstation trips to awesome evening parties, employees ensure that they party as hard as they work.



Free Medical Checkup for Parents

Apart from the regular medical insurance cover, all employees are sent for a comprehensive health check-up as the per the Master Checkup plan.

All employees are then given specific personal guidance and counseling on areas of obesity, life style change and interventions to be done at individual level.

They organize Free Health Check-up Camps and Counseling for the parents of the employees at regular intervals.



My Dad's Office

Before the new academic year began and children moved on to their next grades, at Adani Power, they have decided to add a little extra icing to these happy memories. 'My Dad's office' was an event organized for children of all employees. Children visited their dad's office. Employee spouses were also invited.

A guided office tour followed by lots of fun games, tattoo art, painting competition and rendezvous with their favourite cartoon characters, magic and puppet shows and picnic lunches were arranged for the kids.



LEARNING

- **E-Vidyalaya**

E-Vidyalaya ensures that learning at Adani is not bound by time or place, and it becomes a convenient and effective learning experience for you. eVidyalaya combines a variety of rich media and interactivity – audio, video, quizzes, and simulations along with follow through exercises for on the job application.

- **Learning Resource Centre**

The AMDC Library AMDC plays a key role as a valuable knowledge resource to both its in-house faculty-members and the executives who attend training programmes at AMDC from across the Adani and its various Group companies with a rich collection of books, e-books, Journals on almost all the core areas of business practice and other areas.

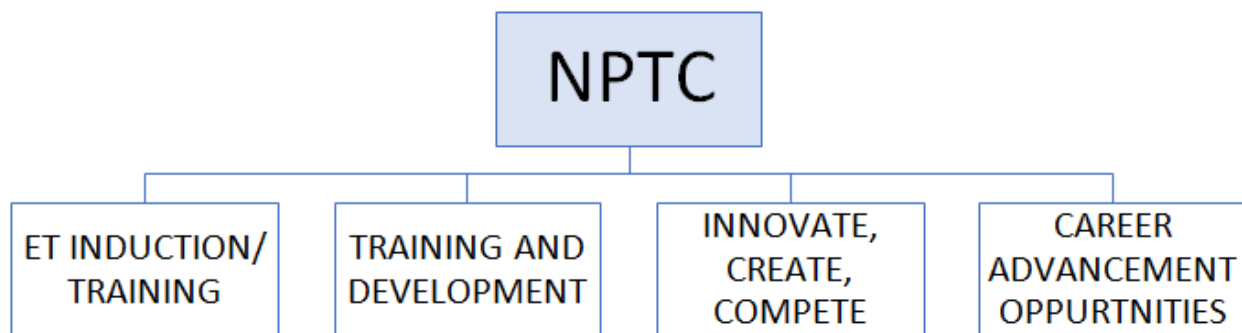
AMDC (ADANI MANAGEMENT DEVELOPMENT CENTRE)

Main focus:

- Top Team/APEX Development
- Senior Leadership Development
- High Potential Leadership Development
- Adani Business Leadership Program
- Adani Emerging Leadership Program

- Young Professionals Leadership Program: feeding into Top 100
- New Experienced Hire Program: for better Transition, Assimilation & Alignment
- Behavioral Competency Development
- Technical/Functional Competency Development

2. NTPC(National Thermal Power Corporation)



ET INDUCTION/ TRAINING

Hiring is followed by 52 weeks induction training (fully paid) consisting of theoretical input, on the job training, personality development & management modules.

- **Theater Workshop** - The orientation module for ETs include such unique practices like Theatre Workshops in order to enhance their communication skills-verbal and non-verbal, team work, body language, expressions etc. conducted with the help of professional institutions like National School of Drama.
- **Yoga** - For the holistic development of the trainees, caring for their physical health and mental alertness is as important as hard skills training. Yoga and meditation are part of our orientation-training programme for Executive Trainees. Yoga sessions are scheduled every morning during the training period.
- **Corporate Social Responsibility** - - In order to make new hires a part of our social responsibility drive, exposure to on-field community development and responsibilities towards Project Affected Persons is given. A special module on corporate social responsibility is a part of orientation training which covers all the important aspects of corporate social responsibility like environment, safety, health hazards, environmental impact, ash utilisation etc.

- **Mentoring "Ankur"** - For effective socialization and transformation from training mode to executive capacity of taking responsibility, executive trainees are attached to mentors once they are put on job. Mentors are senior executives with 10-15 years of experience in NTPC who act as a friend, philosopher and guide to the budding power professionals.
- **Sports** - To keep the trainees physically active and agile, emphasis is laid on sports activities. Sports infrastructure has been provided at each NTPC location and trainees are encouraged to participate in different sports activities.

TRAINING AND DEVELOPMENT

The company takes immense pride in its employees who are its greatest asset.

NTPC subscribes to the belief that efficiency, effectiveness and success of the organization depends largely on the skills, abilities and the commitment of the employees. Therefore, a lot of emphasis is laid on the training and development of employees.

NTPC's training policy envisages minimum 7 days of training per employee per year. Our philosophy is to develop our own training systems and deliver training internally as far as possible. Hence, NTPC has developed its own training infrastructure, which comprises of –

- **Power Management Institute (PMI)** – It is the apex training institute of NTPC located in NOIDA, close to the company headquarters, it houses a world class training infrastructure. It has two residential hostels with internet broadband facility in each room.

PMI has multiple training and conference rooms fitted with the latest audio visual training aids. The PMI auditorium has a seating capacity of 300 and hosts many conferences at national and international level.
PMI comes equipped with an indoor badminton court, swimming pool, tennis court and gym for use of participants. The Institute has a dedicated faculty and organizes training and conferences for NTPC and other companies as well.
- **Employee Development Centres**- Employee Development Centres (EDCs) are located at all NTPC projects and stations and take care of training needs of employees at the unit. They have a similar infrastructure as that of the PMI and have a dedicated staff of 150 employees across NTPC. EDCs serve to meet the training needs that can be catered to locally.
- **Simulator Centres** - NTPC is the proud owner of three simulator training centres, for coal based sub-critical and super-critical plants, which are the amongst the best in the

country. These simulator centres are meant to give experience of operating a power plant to the engineers. NTPC also extends this facility to many other organizations in power industry or equipment manufacturers who send their employees for training at their simulator centres.

- **On-line training facility** - PMI has leveraged IT driven platforms like e-Learning, Video Conferencing and Web Conferencing to provide training at the desktops of its employees. With the acquisition of the latest version of the Web-conferencing software, it is possible for faculties to conduct classes sitting at their own workplace anywhere in the world.

INNOVATE CREATE AND COMPETE

There are numerous initiatives which seek to enhance the creativity, innovation, functional aptitude and teamwork of the employees. These initiatives are:

- **NTPC Open Competition for Executive Talent (NOCET)** - National Open Competition for Executive Talent (NOCET) is a three-tier theme based team event held to solicit ideas on latest issues facing the organisation. A 'Theme' for the competition is decided by the CMD of NTPC. A topic that is relevant to NTPC scenario is chosen. Teams of 3-4 members are formulated that compete at unit, regional and corporate levels. A panel of judges comprising of top level NTPC executives and external experts, judge the teams on their concept and presentation.
- **Professional Circles** - As a learning organisation, NTPC encourages formation of professional circles for knowledge dissemination; knowledge updating etc. Professional circles are groups where employees sharing same interest get together to share knowledge and latest developments in the field.

To encourage and recognise professional circles, NTPC has institutionalised a three-tier competition amongst the professional circles culminating at the company level.

- **Quality Circles**- Quality circles were introduced as an initiative to involve every grass root level employee. Under this initiative, employees volunteer to take up improvement projects in their work areas. Annual contests are organised at project level, regional level and company level in which QCs from all over NTPC compete with each other. The winning team also gets a chance to participate at National and International level QC Convention. NTPC has won the National Quality Circles Convention four times and has participated in International Quality Control Conventions at Thailand (2004), South Korea (2005),

Indonesia (2006) and China (2007).

- **Business Minds-** This is a management game that develops strategic thinking and decision making abilities among executives by exposing participants to simulated real life business situations that help them discover new skills.

It is conducted in association with All India Management Association (AIMA). Cross-functional teams participate in the game as it is multi – disciplinary in nature reflecting real life multifunctional role of business. Qualifying teams compete at the national level. In 2008, the winning team from NTPC Ramagundam won the national management games competition conducted by AIMA and qualified to compete at the Asia level.

CAREER ADVANCEMENT OPPURTUNITIES

NTPC has well established talent management systems in place to ensure that the company delivers on its promise of providing exponential growth and challenge to all employees.

- **Performance Management** - NTPC has a standardised and formalised performance management system. A KPA based system is designed to assess functional, managerial and potential competence in an objective and transparent manner. The system is designed to accomplish the overall organisational vision and mission by linking individual performance to the company's objectives and strike a balance between performance and competence to help individuals excel in their fields.
- **Career Paths** - A formal career path and growth process exists in NTPC. All career paths have an underlying management structure. Promotions within each career path are aligned with the needs of the organisation. Succession criteria for leadership positions in each career path have been identified, which provide basis for job rotation. Anyone joining the organisation can choose to pursue a business, function or staff career path and will be put through specific training interventions and job rotation path towards becoming a business, function or staff head.

3. L&T(LARSEN AND TURBO)

At L&T Learning & Development is a strategic business function contributing significantly to organisational, group and individual effectiveness & growth by fostering a strong learning culture.

They focus their energies on the following thrust areas:

- Deliver results and impact organisational performance
- Constantly scan the rapidly changing environment and equip employees at all times with the required knowledge, skills and qualities
- Leadership development
- Develop corporate citizens
- Deliver a global MNC and global leaders
- Focus on action-oriented training
- Synergise & optimise efforts - avoiding overlap and duplication and build a uniform curriculum.

A culture of continuous learning and development exists through structured core developmental programmes, conducted by reputed institutions for employees to develop superior management skills and capabilities. A host of strategic and behavioural programs are also conducted to address specific training and developmental needs of employees.

Other initiatives include e-publications (Leadership Newsletter and HR Newsletter), contests, book exhibition and guest lecture series where eminent speakers are invited.

GROWING AT L&T

a). Leadership Development Academy

L&T's 'Leadership Development Academy' offers world-class facilities to deliver learning & development programmes to employees throughout the year. The LDA has been recognised as a resource centre by the Symbiosis International University to offer Ph.D. doctoral programmes.

LDA recognises that learning happens during the dialectic of a classroom, in the private intensity of a library, or in the quiet repose of a recreation room. This "temple of learning" offers a platform to interact across geographies, development of future leaders and global corporate entrepreneurs.



b). Project Management Institutes

L&T has been at the forefront of large and complex projects across the engineering spectrum. Putting our knowledge and diverse experience to work, and recognising the need for bringing in experiential learning into the realm of projects, we established a one-of-a-kind institute in the industry – L&T Institute of Project Management (L&T IPM). The Institute has 2 campuses - Vadodara and Chennai.

c). Any Time Learning

A comprehensive e-learning portal ATL (Any Time Learning) is available with multiple on-line programmes and courses for employees to enable learning 'at any time, at any place' at locations remote or otherwise. The portal provides access to on-line data bases, references, management videos, e-books and journals.



d). Key Initiatives

- A **Five-step Leadership Development** process has been customised to equip managers with the required knowledge, skill & mind-set to transition seamlessly to the next level of leadership and global entrepreneurship. In this effort, L&T has partnered with globally renowned senior faculty and premier institutes.
- A '**Centre of Excellence**' for Improvement Initiatives with representation from Group Companies and businesses focuses on specialised programmes such as Value Engineering, Theory of Constraints etc. A structured approach has been initiated to develop a culture of coaching by programmes to develop a cadre of accredited coaches.

- Every year L&T publishes the **MDC Journal of Management** - an information packed resource that is usually centered on a specific theme. It covers themes such as Leadership, Corporate Entrepreneurship, Change Management, Corporate Sustainability, and more.

Campus Recruitment

Induction Programme

All fresh entrants go through an Induction Programme, a 'finishing school' as it were, which gives them an overview of the breadth of work. It also helps them get acclimatized to the work ethos and start delivering from day one. The programme consists of an orientation on L&T, its businesses and projects undertaken.

The trainees work on technical projects, individual assignments, product simulations, and undergo various technical as well as non-technical exercises on-line.

The programme is a good mix of technical & behavioural programmes along with a lot of fun-filled activities such as In-basket exercises, Games, Contests and Cultural Programmes.

What do employees say!

Employee Experiences / Reviews

COMPANIES	Pros	Cons
TATA POWER	<ul style="list-style-type: none"> ✓ Culture ✓ Work-Life Balance ✓ Flexibility ✓ Growth ✓ Maternity Leave ✓ Paid Leaves ✓ Code Of Conduct ✓ Employee Friendly ✓ Learning Opportunities ✓ Infrastructure 	<ul style="list-style-type: none"> ➤ Increment ➤ Transfer ➤ Promotion

NTPC

- ✓ Salary
- ✓ Job Security
- ✓ Work-Life Balance
- ✓ Perks
- ✓ Learning Opportunities
- ✓ Education Facilities
- ✓ Medical Facilities For Self And Dependents
- Remote Locations
- Management Resist Changes
- Hierarchy
- Red Tapism

ADANI POWER

- ✓ Salary
- ✓ Good Culture
- ✓ Promising Career
- ✓ Maternity Leave
- ✓ Health & Life Insurance
- ✓ Sick Leave
- ✓ Pension
- ✓ Retirement Plans
- No Work-Life Balance
- Long Working Hours
- Overtime
- Overload
- Increment
- Growth
- Delay In Decision Making

L&T POWER

- ✓ Excellent Opportunities
- ✓ Learning Opportunities
- ✓ Atmosphere
- ✓ Challenging And Competitive Environment
- ✓ Healthy Food
- No Overtime Payments
- Work-Life Balance
- Favoritism

METHOD

Questionnaire method was used to conclude the results.

QUESTIONNAIRE

A survey was conducted for the employees and the following questions were asked:-

- Q1.** How long have you been working in this organisation?
- Q2.** Do you feel you've had adequate Training to fulfil your job duties?
- Yes
 - No
- Q3.** Are you satisfied with your current responsibilities?
- Yes
 - No
- Q4.** Do you believe you'll be able to reach your full potential here?
- Yes
 - No
- Q5.** Do you feel valued at work?
- Yes
 - No
 - Sometimes
- Q6.** How frequently do you receive recognition from your manager?
- Q7.** Would you refer someone to work here?
- Yes
 - No
- Q8.** How often are you asked for suggestions?
- Q9.** On a scale of 1 to 10, how comfortable do you feel giving upwards feedback to your supervisor?
- Q10.** Do you believe the leadership team takes your feedback seriously?
- Yes
 - No
 - Sometimes
- Q11.** Do you feel like the management team here is transparent?
- Yes
 - No
- Q12.** Do you have fun at work?
- Q13.** Does your company offer enough opportunities for promotion and career development?
- Q14.** On a scale of 1 to 10, how happy are you at work?
- Q15.** Hypothetically, if you were to quit tomorrow, what would be your reason?

RESULTS

Employee / Category	E1	E2	E3	E4	E5
RECOGNITION	Once A Year	Sometimes	Always	Hardly	Very Less
HAPPINESS (out of 10)	7	6	8	9	5
TRANSPARENT	No	No	Yes	No	Yes
FUN	Yes	No	No	Yes	No
FEEDBACK SERIOUSLY	Sometimes	Yes	Yes	Sometimes	Sometimes
COMFORT IN GIVING SUGGESTIONS	7	6	8	9	5

ANALYSIS

1). ‘A person who feels appreciated will always work more than what is expected.’
 Employees should be recognized and appreciated more often. Many techniques can be adopted for this like:-

a). Happy Weeks

Every employee has a lot of problems in personal and professional life; the employees should talk about it and find possible solutions so that they can work free-mindedly. There should be many activities for the employees to break the monotony like, family gettogethers, spending time with them outside workplace, celebrations, games etc.

b). Appreciation Programmes

‘A little thanks goes a long way’.

An employee works better when his work or efforts are appreciated

c). Employee Of The Month

There should be a bulletin board displaying the employee with best performance during the month, this will boost employee morale and encourage other employees to work harder.

d). Brand Champs/ Ambassadors

Giving away printed t-shirts or mugs to employees popularizing the products will boost up employees morale.

2). Employees are not very comfortable in giving feedback or suggestions to their supervisors. To overcome this

a). Portal

A portal can be made where the employees can give their feedback/ suggestions and their identities will remain anonymous. This will help employees to give feedback or suggestions without any hesitation.

b). Anonymous suggestion box

c). Open discussions

Open discussions can be held where no argument should be criticized, employees should be motivated to speak.

3). 'All work and no play makes Jack a dull boy.' The workplace can be a little more fun for the employees. Fun activities that can be organized:-

- Family get togethers
- Cultural programmes
- Festival celebrations
- Team lunches
- Team walks
- Celebrate organization's day

- Office picnics
- Game room
- Talent hunts
- Create internal clubs
- Playing employees favorite song on Friday evening's last workhour

This will boost up the employees and happy employees produce better work with more efficiency.

4). Transparency

They should know everything about the company and for that management should be open to the employees. For this many steps can be taken like:-

- **Internal Newsletter**

It can be printed monthly or quarterly and give employees information about the happenings of the company

- **Create excitement about an event**

5). The way the employees feel is the way the customers feel. And if employees don't feel valued, neither will the customers. The employees should have a feeling of belongingness towards the organization and should feel valued

- Company's tshirt, cups, keychains can be given to employees
- Celebrate employees personal achievements
- Giving gift vouchers for achievements
- Appreciation in front of all or in team meetings
- Hand written notes for exceptional work
- Team pictures
- Various team pictures from celebrations or lunches or meetings should be displayed.

6). The employees should be well motivated and stress free at all the time

- Bring a motivational speaker
- TEDx
- Stress relief breaks
- During difficult times giving them flexible work hours or few daysoff
- Support in tough situations (work/ personal like accidents, loss of adear one)

7). 'You don't build business, you build people. People build the business.' Continuous learning opportunities should be provided to employees. Various methods that can be used for it:-

- Learning
 - E-Books
 - Management Videos
 - Source Material
 - Case Studies
 - Quizzes
 - Audios
- Simulator centres
- Publishing Journals
- Cross-Functional Training
- Competitions
- Portals
- On-line data base

8). Physical as well as mental well-being of the employee is very important. Few wellness programmes can be initiated like:-

- Health check-up for employees
- Health check-up for employees family
- Offering discounts on gym memberships

- On-site yoga rooms
- Meditation rooms
- Encourage employees to take vacation once a year
- Healthy snacks at workplace

CONCLUSION

Employees are the backbone of the organisation. High employee turnover will add to the costs of the organisation and dissatisfied workers won't utilise their entire potential. Employee turnover and poor employee engagement practices are detrimental to the organisation. Thus, Companies especially the HR department should devise strategies for employee retention and engagement.

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