

**“ ‘P-R-O-P-E-R’ PLANNING – A SUGGESTIVE MODEL
FOR ENHANCING AN EMPLOYEE RETENTION IN THE
ORGANIZATION”**

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Abstract

Planning is an essential function which is required in every step of a life; whether it is a home, school, college, club or office. Even if we want go for a picnic, it requires planning. Human assets play a significant role in achieving the organization goal. Therefore, it is necessary to have planning for various aspects related to the workforce of the organization for the betterment & success of it. In respect to the organization, there are question arises - Planning for what, whom, why, when, where & how? From the research, it has been concluded that Employer must have Planning for “P-R-O-P-E-R” i.e P-Participation Management, R-Recruitment, O-Optimum utilization, P-Performance-Pay, E-Exit Policy & Relationship among employees. P-R-O-P-E-R is the factors helpful in retaining key employees in the organization. The research encompasses an analysis of various factors which is helpful in retaining the key employees of the organization. The paper is based on the relevant literature review & secondary data available on the internet. The paper is also suggesting a model for employee retention through P-R-O-P-E-R Planning & also given shed light on importance of P-R-O-PE-R Planning for the Success of the Organization.

Keywords: Exit policy; Optimum utilization; People; Recruitment; Retention.

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Objective of the Study

1. To examine the importance of P-R-O-P-E-R Planning Strategy.
2. To find out how P-R-O-PE-R Planning works as Success Mantras of the Organization - for both Employer & Employee.
3. To suggest a model for employee retention through P-R-O-PE-R Planning.

Introduction

People are the tangible assets & valued customers of the organization. Different people belong to different region having different types of skills & competencies. Employer must respect the value of individual staff without any discrimination of levels of staff. It is necessary to identify the interest area of the employee so that they can perform well in their task.

Meaning

Retention management is the process of retaining the existing competent & talented manpower & encouraging others to join the organization.

1. Types of people does the organization requires to attain its objectives?
2. How many people of each type/stream are needed?
3. What steps to be taken to recruit and select such people?
4. Can present employees well trained to fill the future needed positions?
5. Find out & analyses the attrition rate?

“P-R-O-P-E-R”

P- Participation Management involves empowering the employees in the organization to say in the meeting or to be able to share his/her thoughts, opinions or any view for discussion.

R- Recruitment & Selection

Recruitment is the process of encouraging the competent candidates to apply for the job. Selections start where recruitment ends. It is the process of screening the candidates ie. Finding the right person for the right job at right place & at right time.

O- Optimum Utilization is the process of utilizing the resources optimally & maximally i.e. neither under-utilized nor over-utilized. There are various benefits of this concept; enhancing commitment & loyalty towards the work & the organization, feeling of being valued by the employer.

P- Performance-Pay is the process of paying the employees for their work on the basis of their performance without any biasness.

1. Equal treatment when compensation given to the employees.
2. Employees must be appreciated either monetary or non-monetary for their performance.

Benefits:-

- Employees are encouraged to accept new & challenging task for their career growth.
- Work done = payment/salary leads to higher satisfaction.
- Employer will get mouth publicity without any advertisement. As it enhances goodwill of the organization.
- Increasing the purchasing power of the Employee.

E- Exit Policy is the process of conducting an interview cum discussion between the employer & the employee (who are leaving the job) for the purpose of getting the reason for leaving & any suggestion for the betterment of the organization. During Exit interviews:

1. Take the concerned employee as a representative of entire staff.
2. Identify Reason of leaving.
3. Identify the reason of dis-satisfaction.
4. Any suggestion from the concerned employee for future reference.
5. Present employees expectations / demands from the employer.

Benefits of Exit policy – This policy is helpful in reducing the rate of attrition in the organization. Employer would get to know the employees expectations & the reason for leaving the organization.

R- Relationship involves healthy relationship between the employer & the employee.

Philosophy

P-R-O-P-E-R Planning is a never ending process involves various people from different departments for the development of the organization.

Literature Review

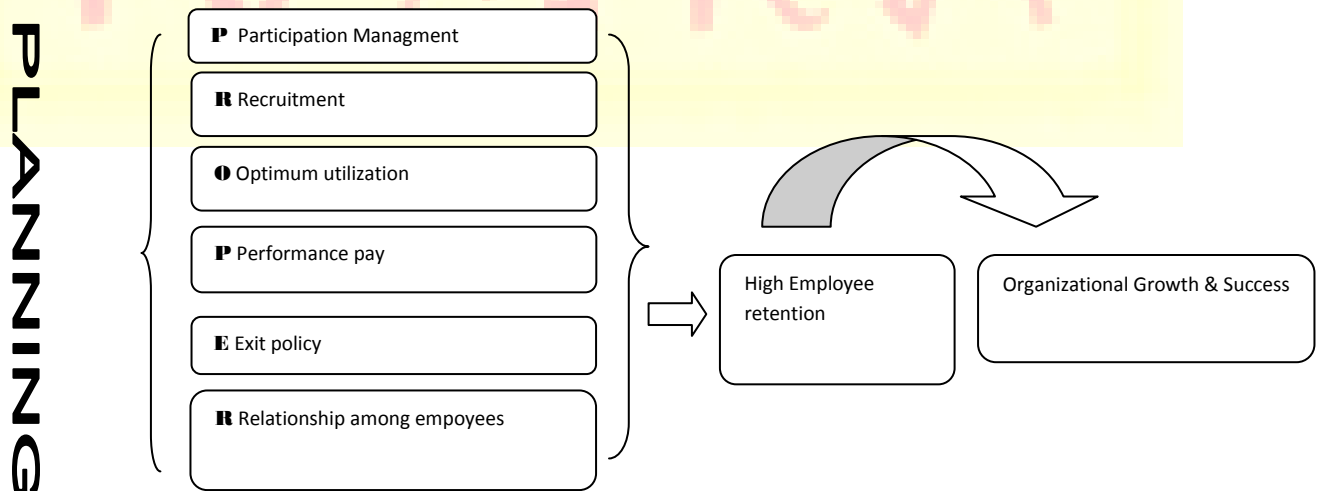
According to Huelid (1995) - if the organization recruits the right candidate for the right job leads to the enhancement of employee's productivity & also boosts organizational performance. It also helps in reducing the employee turnover. Huselid (1995) & Backer & Huselid(1999) suggested that effective hiring process is also helpful in retaining the key employees in the organization. Lum et.al(1998) concluded in their research that turnover is an individual choice

of employees to stay or leave the organization. Sagar et.al(1998) referred turnover intention is just like mental decisions intervening between an individual's approach to stay or leave the job. Tiwari Pankaj, Batra Shaizal, & et.al(2008) concluded that selection does not ensure smooth functioning of the organization; as it requires continuous monitoring & supervision by superiors. The positive management support is also helpful to take out the best from the employees.

Lalitha (2012) given shed light on employee retention which is the biggest challenge faced by HR departments. Research also suggested effective retention strategies such as changing hiring practices, employer branding, talent management, employee engagement, and exit interview. Thakur Anshu(2014) has given shed light on various factors affecting employee retention such as level of trust & coordination, relationship among employees, level of challenges of work & stress, Utilization of manpower, pay, Job profile, & even the brand name also affects employee retention. Also concluded that performance appraisal without biasness, equal treatment to all employee increases employee retention.

Hlanganipai Ngirande & Mazanai Musara(2014) found that there is strong correlations between job enrichment, job design and job enlargement. Research also suggested that addressing job enrichment; job design and job enlargement should be on top priority over others, if the organisation wants to achieve optimum employee retention levels. Seyed Abdol Rasoul Hosseini (2014) found that there is a significant relationship between social needs, job interest, self-efficacy, satisfaction, communication skills, job promotion (job profile), power, physiological needs, wages, empowerment and job motivation. Besides all, social needs have the strongest factor in predicting job motivation.

P-R-O-P-E-R Planning & Organization growth



Source: P-R-O-P-E-R Planning & Organization Growth (Author's own view)

P-R-O-P-E-R Planning - Success Mantras of the Organization

P-R-O-P-E-R Planning	Benefits to Employee	Benefits to Employer
Participation Management	<ul style="list-style-type: none"> Employees feel that they are valued customers of the organization. Enhances morale & desire to work. Commitment. Loyalty. Feel pride to be a part of organization. 	<ul style="list-style-type: none"> Goodwill enhances through mouth publicity. Highly satisfied employees. Gain loyalty & commitment towards the organization.
Recruitment & Selection	<ul style="list-style-type: none"> Helpful in career growth. Enhances Employees image as a part of organization Name & fame. Sense of Belongingness. Accepts new assignments 	<ul style="list-style-type: none"> Retain highly competent & talented traits in the organization. Other will encouraged to join the group Highly satisfied employees.
Optimum Utilization	<ul style="list-style-type: none"> Fully satisfied & dedicated to work with full spirit & energy. Employees feel that he is optimally used for the task /work i.e neither under-utilized nor over-utilized. Ready to accept new assignments & challenges. 	<ul style="list-style-type: none"> Assignments completed on time. Goals are achieved with less supervision. Higher productivity/production
Performance pay	<ul style="list-style-type: none"> Feeling of accountable for the task assigned. Task with efficiently & effectively both. Looking for new opportunities within the organization. 	<ul style="list-style-type: none"> Task completed during span of time allotted. Highly satisfied employees for good monitory motivation. No grouping in the organization No bullying
Exit policy	<ul style="list-style-type: none"> Reduces the feeling of fear / guilty for leaving the job. Good network & communication even after leaving the organization. 	<ul style="list-style-type: none"> Helps in recruiting competent ex-employee for future needs during succession planning. Needs & requirements of the employees in upcoming future. Employer would get to know the employees expectation. Any suggestion from the employee for betterment of the organization. Helps to improve work environment
Relationship among employees	<ul style="list-style-type: none"> Involvement in the decision making make the employees pride to be a part of the organization. Employees will be empowered. Happy people within the organization 	<ul style="list-style-type: none"> Involved various activities for healthy & harmonious relationship – Fast decision making, Empowerment, participation environment, Fast communication, Flexibility, Motivation (Monetary & Non-monetary) Highly satisfied employees with their personal & professional lives.

Findings

From the literature review it was found that:

1. If company would recruit & select the right candidate for the right job leads to enhancement of employee's productivity, boost organizational performance, & reduces the employee turnover.
2. Effective hiring process is also helpful in retaining the qualified employees & reduces the turnover problem.
3. Turnover can be considered as an individual choice of behavioural pattern to stay or leave the organization.

4. Turnover intention is also called as mental decisions intervening between an individual's attitude to stay or leave the job.
5. Selection does not ensure that the functioning of an organization is running very smoothly but it also requires continuous monitoring & supervision along with the management support to take the best out of them.
6. Some effective retention strategies are changing hiring practices, employer branding, talent management, employee engagement, Participation management and exit interview.
7. There are various factors affecting employee retention such as
 - a. level of trust & coordination, relationship among employees,
 - b. level of challenges of work & stress, utilization (Under and/or over utilization) of workforce,
 - c. the performance appraisal ,Equality to each employee
8. There is strong correlations between job enrichment, job design and job enlargement.
9. Job enrichment; job design and job enlargement should take priority over others activities in the organization, if the organisation is to achieve acceptable employee retention levels.
10. There is a significant relationship between social needs, job interest, power, self-efficacy, satisfaction, communication skills, job promotion, empowerment, physiological needs, wages, and job motivation.
11. P-R-O-P-E-R Planning enhances motivation, morale & desire to work with dedication & with interest.
12. P-R-O-P-E-R Planning reduces the problem of high attrition rate.
13. P-R-O-P-E-R Planning increases the high productivity & / or production.
14. Highly satisfied employees will be present in the organization.
15. Hence, P-R-O-P-E-R Planning can be called as Success Mantra's of the Organization.

Suggestions

- Respect & give value to your people. As respect is a give & take relationship.
- Induction must be given to newly admitted employee to make them comfortable & aware about the organization culture.
- Appreciate imaginative & inventive thoughts of all levels of employees & implement it.

- Providing Healthy & harmonious atmosphere to the people, as it enhances job security & sense of belongingness.
- Effective hiring procedures must be used by the organization in order to motivate & keep them satisfied.
- Employer must provide participative environment to their employees in the organization & it should be pervasive.
- Exit process must be held in the organization for any changes required in the organization.
- Employees must be rewarded on the basis of their performance.
- Employer must create a healthy & harmonious, sense of belongingness relationship among the employees.

Conclusion

Hence it has been concluded that Planning is required for various activities in respect to the human resources of the organization. It is the duty of employer to keep their employee happy & satisfied by providing either monetary or non-monetary form of motivation in order to get work done through them. It also encourages the employee to work with enthusiasm, energy with full spirit & also creates a sense of belongingness towards the organization. It also enhances the goodwill of the organization.

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