HOLDING EMPLOYEES IN PRIVATE ORGANISATION: KEY CHALLENGE FOR HRD PERSONNEL

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Abstract: This article analyses the challenges the Human Resource Development (HRD) personnel faced in retaining the workforce over longer periods. The existing scenario related to the topic has numerous research works. This work will evaluate the scope and importance of some of the selected research work to understand the gap between the theoretical outcome and a workable solution based on the theories proposed by different scholars. To better understand how businesses worldwide are attempting to hold on to their most valuable assets—their dedicated and skilled employees—this work explores various approaches and initiatives. Some of the major aspects has been identified in the research that are real challenge for the human resource to retain their employees are Workplace Dissatisfaction, Individual dissatisfaction, Advancement Opportunities, Compensation or monetary increment, Professional Development and Training, Lack of Ownership, and Discrimination (Heilman, M. E., & Caleo, S. 2018). Stopping people against many opportunities is another challenge in team member retention. Team member engagement and interest in the job for a longer period is one of the challenges for HRD personnel. However, findings conclude that there is a lack of research about the "informal" challenges HRD faces in retaining employees. That is, understanding employees' personal and professional life problems. A collaborative approach of the organization and the HRD can help ease the HRD's challenges.

Key Words: *Employee Retention, HRD personnel, Challenges for HRD, Employee Retention Challenges*.

INTRODUCTION

Human resource development (HRD) refers to enhancing an organization's performance by investing in the growth and improvement of its people. They are concerned with accommodating both employees and their employers. There are several roles of the HRD, but their main focus is encouraging and fostering growth among current staff members. The term "employee retention" refers to an organization's success in reducing the rate of voluntary and involuntary employee departures over a certain time frame. HRD's initiative result in retaining employee however, they face several challenges in retaining employees in private sector. "Employee retention" (Singh 2019) and HRD's function are interrelated. They are responsible for hiring, relieving, increment, training, and developing employees. It always make efforts to put the workforce on their assigned duty. So it can be said that HRM is a branch that is a set of integrative action The HRD faces certain challenges (Gorde 2019) in retaining the employee. Some of them, which will be discussed in this article could be summed up as: Workplace Dissatisfaction, advancement opportunities, Compensation or monetary increment, Professional Development and Training, Lack of Ownership, Discrimination, Protecting Monetary Expenses of the Company, etc. (Bawa 2017).

OBJECTIVE OF THE STUDY

1] To study the challenges faced by the HRD in retaining employees in the private sector.

2] To study some of the most recent and relevant research work, both primary and secondary, to understand the challenges faced by HRD.

LITERATURE REVIEW

Bhawa[2017]

The paper has reviewed the literatures based on the theories that have been empirically tested to authenticate the relationship between motivation of the employees and productivity of the organization. The paper is wholesome presentation of theories from content to modern theories and their strategies of motivation in managing their human resources. The conclusion shows some aspects that are important for HRM in increasing the satisfaction, motivation as well as productivity are robust pay, equity, good working environment, recognition, promotion.

Kossivi[2016]

The paper is the identified conclusion of the determining factors responsible for employee retention in the earlier studies conducted. These are development opportunities, compensation, work life balance, leadership, work environment, social support, autonomy, training and development. It has classified the workforce into 3 categories named as :1] directors, 2] managers and employees, 3] economy and types of business and how they are interconnected to each other.

Das Lahkar Bidisha[2013]

The paper is also a review of the earlier literatures and a shortlist of the factors prioritized by the other researchers responsible for the retention. Like reward and recognitionis considered as the important factor by N C Agrawal[1998], J W Walker[2001] and L T Silbert[2005]. P Hewitt[2002] and Y Noah[2008] has considered participation in decision making as a key to retain employees. Work life balance is considered as the prime factor for retention by J. Hyman & J. Summers[2004]. Similarly N. Miller & A. Erickson[2001], M. Wells & L. Thelon[2002] & Ramlall[2003] has considered training and development for the retention. The paper has also suggested a model of interrelation of employee retention with job satisfaction based on the summarized review.

Kaur[2017]

The paper presents the current state of IT firm's retention policies and the factors that are playing prime role in determining the retention strategies. The paper has also proposed few retention models like Zinger Model which says achieving result directs the employee retention. ERC's Retention Model suggest stimulating work, Leadership and recognition and reward are the prime retention drivers. Integrated Retention System says that retention transforms the organizational culture through five phased approach starting from Analysis Of Organizational climate---design stimulating work--- training motivational leaders--- competency building& career development---recognizing and rewarding performance.

Bhat G. Thimmanna[2016]

The researcher has tried to frame a generic concept on the problem faced by HRM from recruitment to exit of the employee. The paper categorize the responsibility of manager in three areas namely Staffing, Employee compensation & benefits, Designing work. One of the definition in the paper by Edward L. Gubman says*" the basic mission of human resources will always be to acquire, develop and retain talent, align the workforce with the business, and be an excellent contributor to the business. Those three challenges will never change".* The main challenge for HR lies in the small businesses as they do not have specific HRM wings in their organization to manage employees. So the paper aims fully on the study of HRM from finding issues to providing solution. The conclusion shows various factors that are major challenge for HR from micro level [within organization] as well as macro level [outside organization].

Ramchandaran S. & Sharma Deepa[2019]

This paper is a research based on the current scenario of HRM around the world that is in almost all organization. The challenges have been classified into three broad groups 1) competitive challenges 2) human resources 3) employee concerns. Competitive challenge includes technological advancement, globalization, completion etc. Human resource include from planning staff to employee exit, whereas employee concern include individual perspective such as age, gender issues, education level of employee etc. The conclusion states that the employees of an organization must be motivated at every cost for high productivity ultimately resulting into individual growth leading to organizational growth ultimately economic growth.

CHALLENGING FACTORS FOR HR PERSONNEL

Based on the following literature review, the below mentioned are the challenges that persist in all the organizations now a days.

1) Workplace Dissatisfaction

(Kossivi, 2016): Growth opportunities, pay, work-life balance, management/leadership, workplace climate, social support, autonomy at work, and training/development are all factors that come under the functions of the HRD. It can be seen that these are broad and challenging for HR professionals to follow. The people that work for a company are its greatest resource. In addition to attracting top-tier talent, HRD has to work consistently to keep them around for the long haul because of the value they provide to the company. To retain the employees one should also fully appreciate human resource development professional complicated tasks.

2) Individual dissatisfaction

(Ramcharan S. 2019). Employee of any organization is a sole representative of his or her beliefs for the company. Background of each differ from one another so it is also a challenge for HRM team to manage the people working within in consonance with their

area of interest to avoid them from boredom and fatigue and continuously motivating them towards reaching the goals. Individual dissatisfaction revolves around the personal factors of an employee like age group, gender biasness, privacy issues, diverse background of each employee, level of their knowledge and education.

3) Advancement Opportunities

(Kurdi, Alshurideh, & Alnaser, 2020). HRD personnel faces challenges in constantly providing advancement opportunities for retaining the employees that too every valuable worker. Workers quit their employment because of a lack of advancement, adding up to the challenges to the HRD. Training is suggested as one of the best ways to keep workers interested, committed, and happy in their jobs giving growth opportunities and mental satisfaction. It is up to the HRD, especially those in leadership roles, to ensure that their team is appropriately trained to compete in the contemporary workplace.

4) Protecting Monetary Expense of the Company:

Persistent hiring and relieving employees is a burden on the HRD. Increased workload means less time to grasp why employees leave the company and less time to understand the employees entering the organization. Thus, adapting to continuous organizational change is a major challenge for the HRD (Hassan 2020). Employee motivation (Bawa, 2017) has emerged as one of the most important components in contemporary retention tactics, alongside salary and benefits. Therefore, it is crucial to have efficient HR processes in place to promote employee growth and development, monitor and recognize outstanding performance, and honor dedicated workers for their contributions. (Singh, B.D., and Mishra, 2008). HRD personnel are linked with a competitive and sustainable environment in the organization. They are also sometimes subjected to the higher authority's change in policies leading to loss of valuable employees and a failure to maintain the sustainability of the workforce for a longer period (Hassan 2020). While the employees leave the company after training for a better salary in another company. (Mehta et al., 2014). A litter earlier than other discussed research work, it was highlighted that, for every 10 employees that leave, a business loses an average of $1 million. This makes employee retention all the more important. Also, it is clear that the HRD faces challenges in keeping the company's expenditure in control (Fitz-enz 1997).

5) Demographic Parameters:

These affect job security on an individual level. Losing valuable employees is sometimes a threat to HRD personnel if the employee leaves the job due to their negligence or mistake. If the HRD is not careful enough to do a proper background check of the employee in terms of their place of residence or recent plans of moving to a new city, then it is another challenge for the HRD. This may carry forward as a working pressure in finding a new employee for the post (Shukla, S., Adhikari, B., & Singh, V. 2015).

6) Management Issues:

Employee retention is the reverse of attrition and it is also called a management art. It is often seen that an organization with effective management excels in every field. Since not every HRD personnel is expert in this art, it is difficult for them to maintain good relations with the employee to encourage them for good work and keep them motivated throughout. Trust, synergy, and collaboration is called the "strategy-and- coherent-inspection procedure". This involves deep understanding by the HRD of why the employee joined the firm (Kehoe & Wright, 2013).

Further, the HRD has no involvement in the employee-manager relationship. These matters lead to a lot of people leaving the job. In this case the HRD suffers and their challenges increase (Hytter 2007).

7) Compensation or monetary increment (Decker 2019):

The promotions and increment is not always in the hands of the HRD personnel. It is often under the control of the departmental managers and bosses. So when employees expect growth and do not get it, they leave the company. Leaving the HRD with no other option but to find a replacement. The results of a recent poll conducted by "The Harris Poll" show that workers prioritize prospects for advancement in their current positions. According to the previous report, there is a danger of losing one-third of the workforce if the HRD/company does not supply the same (Cahuc & Vinay, 2001).

8) Professional Development and Training:

According to Pritchard (2007), businesses that invest in their workers' professional growth are more likely to keep them around. And the growth of the employee is linked to the growth of the company in the long term. Employees who stay longer utilize the company's expense for the same company's growth. Eg, training, skill development, etc. The commitment approach (Walton 1985) is one of the most crucial elements involved in retaining employees.

(Capkun, V., & Ors, E. 2021) points out that it is challenging for the HRD to track best-performing employees so that they do not lose them in the future, and steps can be taken to retain them. Challenge is also to be left with less efficient and less qualified employees. Though there is technology to support them, it needs human resources to handle the technology. Thus, according to the research, HRD's work is ever ending in this regard and quite challenging.

Further, a company's numerous stakeholders—owners, workers, consumers, and the public are all affected when employees leave. Studies suggest that every stakeholder's challenge increase primarily the HRDs (Kaur 2017). Recent studies demonstrate that retaining knowledge workers is challenging for entrepreneurs since this group of personnel is drawn by several enterprises/entrepreneurs with diverse incentives (Norberg, P. A. 2017).

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CONCLUSION

The findings of this research and review suggest that the HRD personnel is met with some or all of these challenges from time to time in retaining the employees. Apart from the challenges discussed above, there are some aspects that none of the literature we dealt with discussed. There is a gap in the existing literature to address the issue of employee retention and HRD's challenges between the formal and the informal aspects of employee retention. This article refers to one of the informal aspects: Employees constantly need moral and psychological motivation and support to continue their job, sometimes due to personal life. This affects their work-life balance leading them to quit their jobs. HRD's role comes in the picture; their extended responsibility should be to know their employees personally and have a rough idea of their problems. It is, however, not possible for the HRD to track every employee; thus, it is one of the challenges they must overcome to increase employee retention. In a nutshell, the HRD and the organization can work hand in hand to retain the employees. Since the problems with HRD's challenges are vast, they can be tackled strategically and in coordination with each other.

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