Preface

We are living in the world of globalization where managing an organization has become more difficult than even before. Employee retention has now become a devoted focus of employers, human capital management consultants and HR outsourcing providers. This is for the reason that, since the past few years, organizations have been taking an increased interest in aligning their HR practices to attain their business goals. Attrition is a phenomenon affecting business organizations of any industry. Though there is an adequate supply of qualified staff at entry level, there are huge gaps in the middle and senior level management in the industry. Further, the salary growth plan for each employee is not well defined. This situation has resulted in increased levels of poaching and attrition between organizations. The industry average attrition rate is 30–35 per cent and could range up to 60 per cent.

Telecom industry is a fast growing sector in India which acts as a backbone for socio-economic development and helps to connect people worldwide. It is fast growing sector in India. But unfortunately after ITES, it is the second most prone sector facing high attrition.

Employee attrition is a very big problem and is increasing not only in India but outside India too. Why an Employee leaves a company is the question asked by most of the employers. Companies even hire Private HR professionals to study the company's work and find out why an employee is dissatisfied. Each and every company faces employee turn over problem whether big or small. An employee leaves his present job for another job to get better pay package and good working conditions. Every Company calculates Employee attrition rate and takes measures to reduce it. The facts and figures are not
made public as it may tarnish the image of the company in front of its own employees and its loyal customers. Against this backdrop the researcher, wanted to find out what were causes leading to employee attrition in telecom companies and what measure are being adopted to counteract the detrimental effects of Attrition. Hence the topic “H.R strategies in 21st century with special reference to Attrition trends and retention practices in select telecom companies in India” was identified by researcher.

The research conducted was descriptive in nature and was aimed on throwing some light on the deep rooted problem of attrition as to what may be the actual underlying factors which creates dissatisfaction in the minds of employees. It also discussed on the retention tools being adopted by the companies and their effectiveness and thereby detecting the flaws in the existing strategies and suggesting more apt strategies for improved retention. This research work was distributed in five chapters.

Chapter 1 “Introduction” briefly introduces the topic and discusses about literature review and Research methodology.

Chapter 2 “Attrition” defines various concepts, theories and models of attrition along with the attrition rates across Indian industries.

Chapter 3 “Retention” gives a theoretical outline about the concept and importance of retention, the process of retention, its technique, myths related to retention and role of H.R, supervisors and team leaders in employee retention.

Chapter 4 is of “Case studies of Select telecom companies” namely Vodafone, Bharti Airtel, Reliance Communications and Idea Cellular, describing their attrition rates and causes of attrition and retention practices prevalent.
Chapter 5 “Findings and suggestions” includes the summary of findings and includes meaningful suggestions to tackle the problem of Attrition.

A detailed bibliography containing books, journals, research papers, reports/bulletins, magazines, and websites have been appended at the end with a view to help the potential researchers.

Thus the researcher aims to provide an insight into the problem of Attrition which may be fruitful for organizations as well as for employees’ welfare, with the best wishes and support of all concerned.

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