

# Factors of Retention in HCL Infosystems

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*Abstract: HCL (Hindustan Computers Limited) Infosystem is the organisation which leads to be the first IT Company in India providing IT related products and services to the concerned customers. The IT Company provided the multi brand global technology products and claims to be the best in class, business aligned IT services and solutions.*

*It leads among all its competitors in terms of customers choosing technologies and markets. It commits the sustainability in its workings to the customers, partners as well as its employees. The major competitive advantage over the other IT companies to HCL Infosystem is that it has an enormous inclination towards its relationship with its customers and employees. HCL Infosystem is the company which has the ability to retain the employees for a longer period of time irrespective of the growing competition in the field.*

*It creates superior shareholder value because of which it promises to deliver world class services to its customers and also, manages to retain its employees in more promising manner. Most of the top management of the company joined it as trainees and it has been almost 20 years or so for them to be in the organisation and delivering the best possible results to the company over the years.*

*The other major reasons of employee retention in HCL Infosystem are the opportunity that it gives to its employees to grow professionally, the work profile of the employees which are quite appropriate and relatable to the past experiences and qualification and last but not the least, the reputation of the organisation that it has in the market.*

**Keywords:** HCL Info systems, Retention, employees

## I. INTRODUCTION

HCL Info systems have a unique strategically aligned perspective since the beginning of the organisation to “Recruit, Reward and retain the best”. This philosophy has resulted to make the employees more empowered towards their creativity, talent and innovation traits. This helps the employees to achieve their own goals by bringing together their efforts and talent into a streamline. The freedom of people working in the organisation to experiment leads to remarkable growth as an individual as well as to the company.

In today’s modern times, the companies have to survive in the globally competitive marketplace. In order to meet this goal, the organisations have to implement continuous improvement based quality policy. That is what HCL has done by incorporating Total Quality Management

philosophy for continuous improvement, employee participation in quality improvement and customer satisfaction.

The word **Retention** means “**keeping anything in your possession or holding something**”, where Employee Retention means formulating such policies so as to prevent valuable employees from leaving their jobs.

Retaining valuable employees in the organisation is the most challenging task for it in this competitive marketplace. Companies invest so much of their efforts and resources to train employees and to make them a valuable commodity for the organisation. The companies can never afford to lose them on the cost of its resources invested on those employees. So retaining those employees and keeping them enriched in the job is the most essential task for the companies for its growth in the future.

An HCL Info system takes pride in the way its work culture is and the way the company has managed to retain its employees for longer period of time even though it does not offer the highest salaries in the market.

However, they pay their employees fixed and variable both salaries. The variable part depends on the profits earned by the company, as they share the profits of the company with the employees. HCL Info systems have 100 percent retention rate among top management and very high retention rate at low level management.

The following are the retention strategies that HCL Info systems pursue in order to get maximum employee retention:

- Strict policy of filling top management positions internally so that beginners are trained and cultivated to reach at top.
- Marks out the career growth of the employee at HCL itself.
- Strong Appraisal system which ultimately results in employee satisfaction.
- Commencement of annual award and recognition ceremonies.
- Initiation of profit sharing schemes in order to motivate and retain their key employees.
- Maintaining superior-subordinate relationship.
- Interesting and challenging job profiles of employees.

## II. SYSTEM MODEL

Figure 1.1: Griffeth, R. W., Hom, P. W. & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of Employee Turnover: Update, moderate test, and research implications for the next millennium. *Journal of Management*, 26, 463-488.

The main objective of Employee Retention is to prevent the organisation from losing competent employees as this could have negative effect on the productivity and service delivery of the organisation. From the perspective of managerial aspects, the attraction and retention of valuable employees in today's competitive world is very important. Globalization, increase in knowledge work, increasing technological environment makes all the organisations essential to acquire and retain the employees.

A significant share of employees only stays for a limited time with a company, which is a pointer towards underlying problems that need to be explored and addressed by determining the most adequate measures. In response, managers have implemented HR policies and practices to actively reduce avoidable and undesirable turnover (Fulmer et al., 2003; Hom et al., 2008; Kacmar et al., 2006; Michaels et al., 2001).

Figure 1.2: Model of Components of Employee Retention

According to the above model showing [Fig. 1.1] the components of Employee retention and the procedure followed by the organisations to retain the employees, there are major two factors which have a great impact on the process of retention of employees in any organisation which includes personal characteristics of the Employee, i.e their age, gender, marital status and educational qualification etc. The personal characteristics of employees are very evident in the procedure of Employee Retention because their behaviour, social status etc. Would be a prominent deciding factor whether the employees would retain in the organisation or not.

The other factor that is important for the retention of the employees is the characteristics of job of the employees. Job characteristics of an employee includes employees' self esteem, their participation in the tasks of the organisation, sense of accountability towards their work and their personal growth prospects and so on and forth. All these factors lead to the result of employee satisfaction, strong motivation, involvement of employees in the organisation and work life compatibility of the employees which have end result of retention of employees.

## III. PREVIOUS WORK

During the last decade, Employee Retention has been very important issue of all the organisations globally. Almost every business faces the challenging task of maintaining the employee retention rate and lowering the employee turnover. **Retention** is the percentage of employees remaining in the organization. High level of retention is desired in most job groups.

Mercer Human Resource consulting (2004) highlighted few key factors which are responsible for Employee Commitment and motivation with % of employees:

- Treatment of Employees with respect – 85%
- Balance of work and personal life – 79%
- Providing good services to others – 74%
- Inter relationship with colleagues – 74%
- Type of work – 73%

Because Employee retention has become the most critical challenge for most of the organisations globally, employees are increasingly shifting from one organisation to other quite frequently for better opportunities. Hence, employers are desperate to find out the remedies for the problem. The most evident and relatable solution of the problem is to find out the employees' views and data which is based on correlation rather than experimental. The facts which are based on evidences, practical solutions based in research are definitely more valid than practitioner recommendations.

There are few strategies which supports the employee retention in the organisations around the world. These strategies are as follows:

- Increasing competition for the best employees
- Employment turnover rates
- Tendency towards early retirement

#### IV. PROPOSED METHODOLOGY

##### DATA COLLECTION

Both primary and secondary data has been collected for meeting the objectives of the research.

##### PRIMARY DATA

For the collection of primary data a structured questionnaire was prepared which was administered to the respondents.

##### SECONDARY DATA

For the purpose of collection of secondary data the sources of information such as internet websites, magazines were used.

##### RESEARCH DESIGN

Exploratory research design was used for the research.

##### RESEARCH INSTRUMENT

Questionnaires were used as a research instrument for the research.

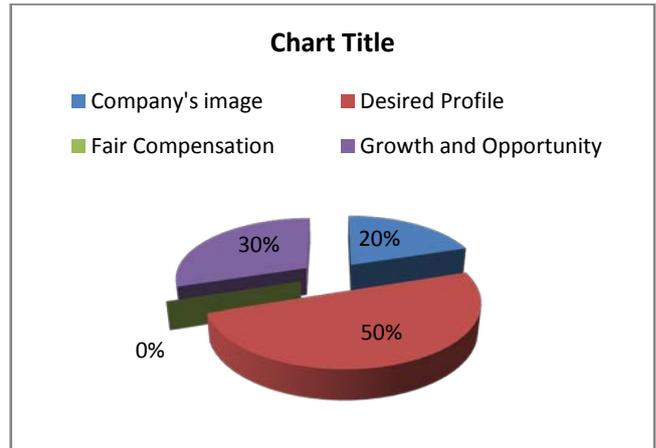
#### V. SIMULATION/EXPERIMENTAL RESULTS

In order to get the appropriate data and facts, it is very essential to take the suggestions and vies from a selected panel of the organisation and hence as a result the Primary Data is collected.

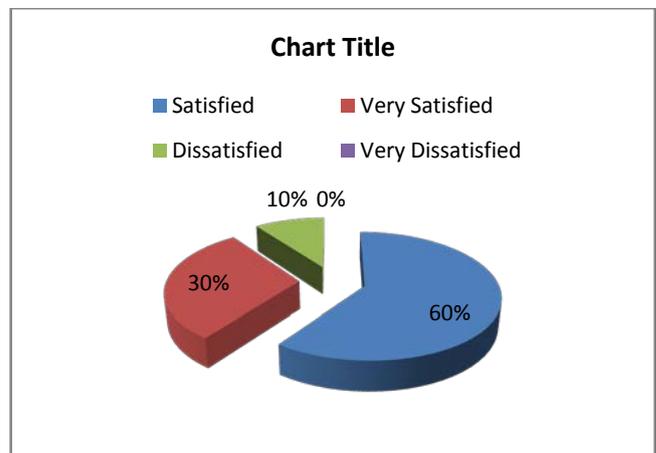
To find out the key experimental results of the Employee Retention in HCL Info Systems, a survey among the employees of the organisation has been conducted.

The analysis of the data has been shown below:

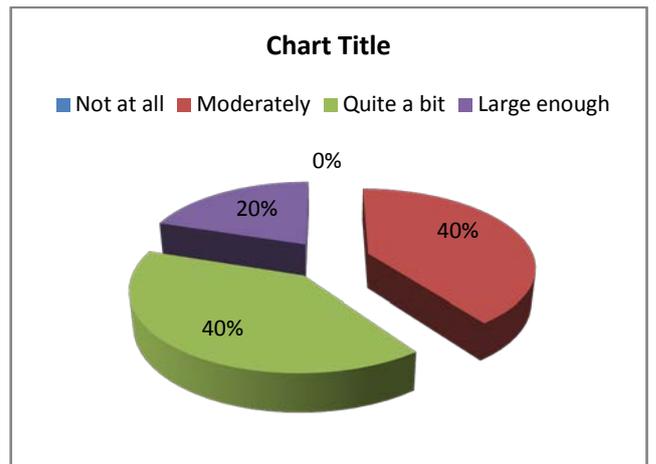
##### 1) Reason of joining HCL Info Systems of Employees



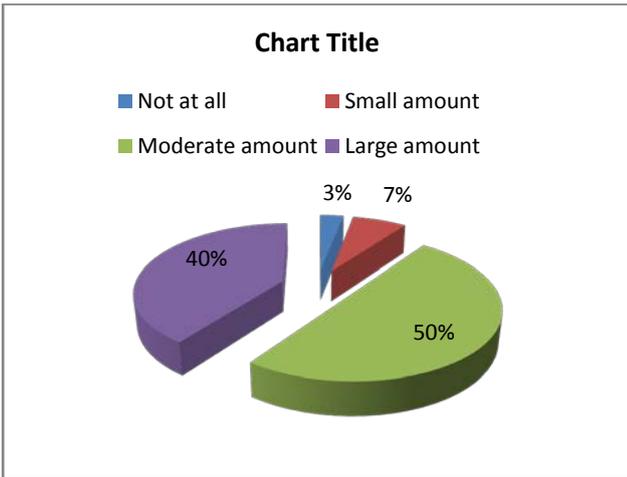
##### 2) Job Satisfaction of Employees in terms of interesting job, full of challenges etc.



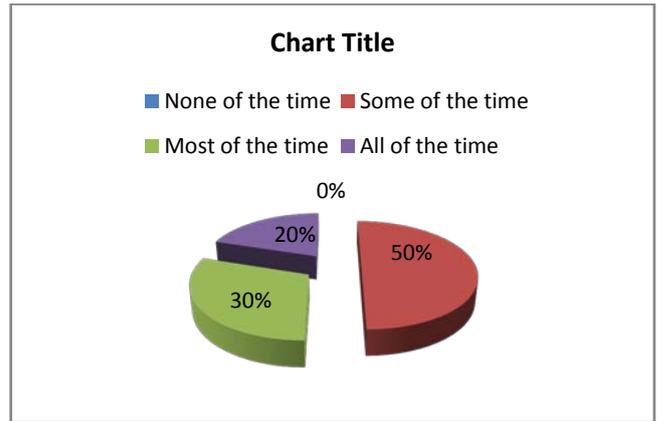
##### 3) Level of authority given to employees to make decisions in matters relating to job responsibilities.



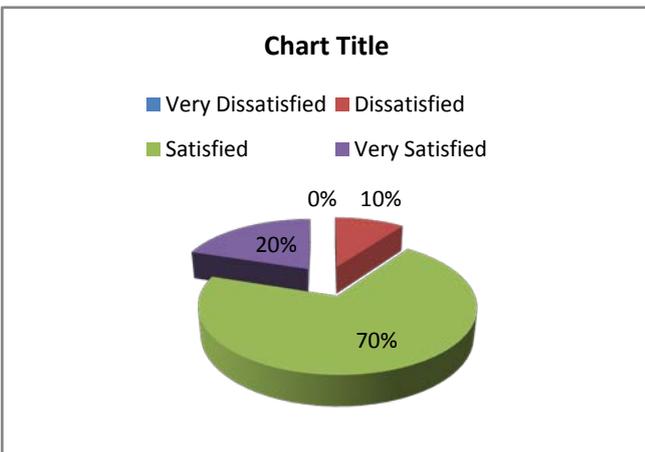
##### 4) Providing Necessary Tools to the Employees such as Computer, Phone Facility etc. To work effectively



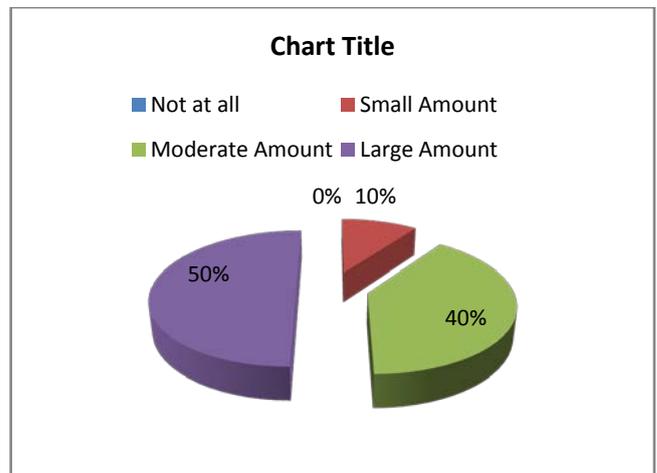
5) Employee Satisfaction with the work environment in terms of no stress, no frustration and clearly laid out rules etc.



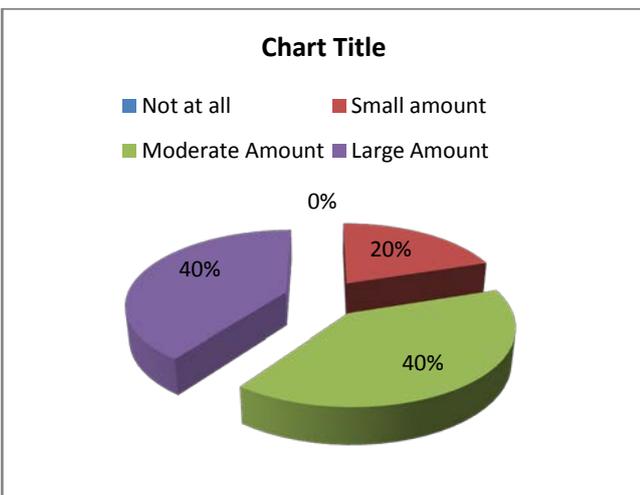
8) Amount of harmony among the employees within the same department (i.e. no politics or conflicts)



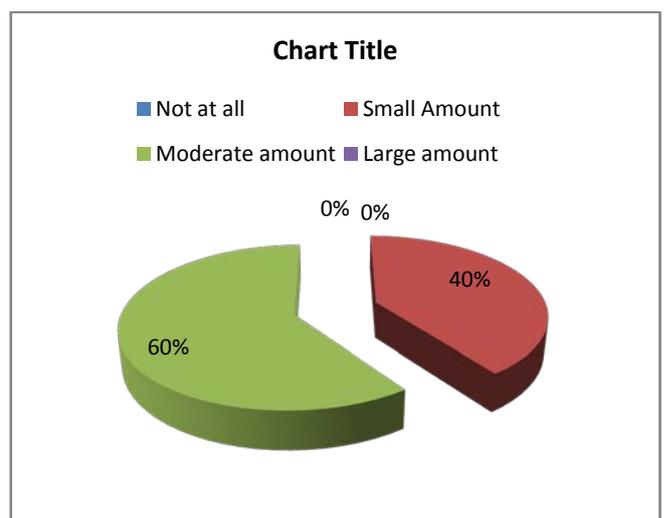
6) The Level of growth of employees professionally with the working environment



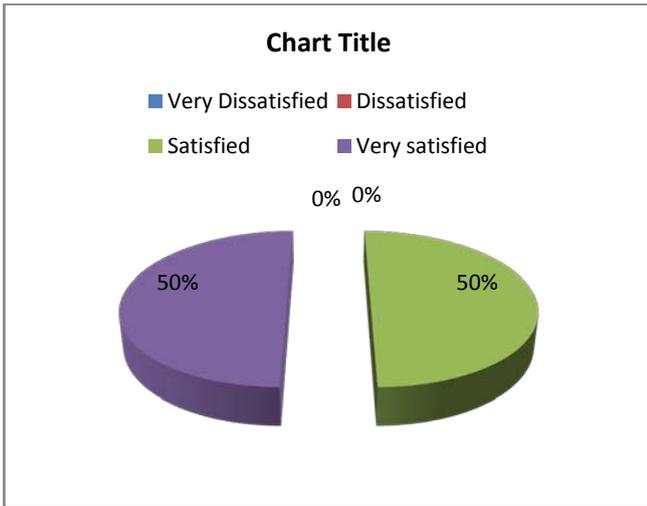
9) Relation of pay level and pay rise to job performance and responsibilities



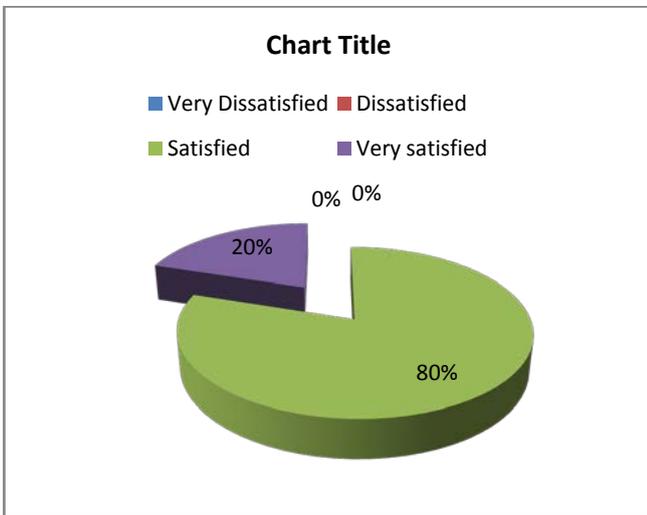
7) Opportunities for training and development at hcl for upgrading of employees' skills time to time?



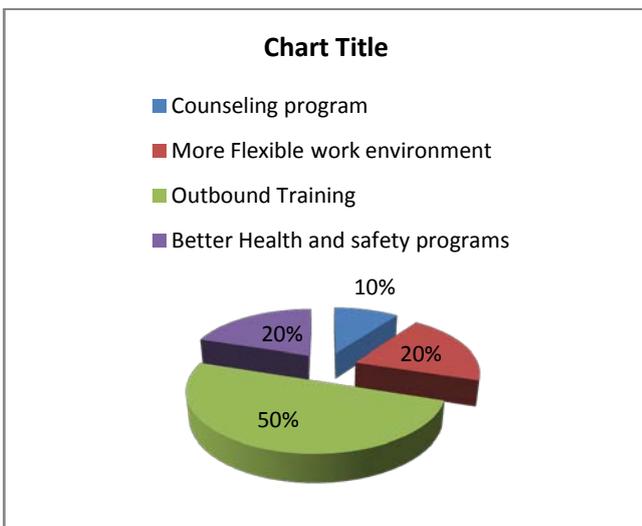
10) Level of Employee satisfaction with the overall benefit package provided to employees by HCL



**11) Overall employee satisfaction with HCL**



**12) What can HCL do to increase employees' satisfaction?**



**VI. CONCLUSION**

On analyzing the whole study, various points are concluded such as:

- It is determined that the main reason of retention of employees in HCL Info systems is the career opportunities and growth prospects of the employees.
- The main influence for employees to join the company is its image in the market.
- HCL Info systems offer interesting job profile to its employees which results strong retention level of employees in the company.
- High employee satisfaction level in HCL Infosystems is due to their desired job profile.
- The employees of HCL Infosystems feel that they get supporting and encouraging supervisors to guide and support the employees.
- The interaction between superior and subordinate is as per the expectation of the employees of HCL Infosystems.
- The company provides appropriate work environment to the employees so as to make them familiar with the work culture as soon as possible.
- Appropriate work culture supports the employees and gives a sense of contentment to the employees towards their job.

**VII. FUTURE SCOPES**

The main reason of the research entitled “Factors of Retention in HCL Infosystems” is to highlight the grounds on which the employees of HCL Infosystems retain in the organisation for a longer period of time as compared to other organisations related to IT sector.

The main motive of the research is to make the communication synchronized between the superior and the subordinate and to fulfil the organisational goals of employees as well as the companies. Also, the productivity of the work, tenure of the employees, retention level and the return rate can be increased in the organisations.

Be it a public or private organisation, the main asset of a company is its employees who are the most prominent factor for company’s success and survival in the industry. Moreover, companies invest a huge amount of its money on the training and development of the employees. So, it is very essential for all the companies to retain their valuable employees in the long run.

This research will help the companies to identify the needs and requirements of the employees so as to meet their expectations and retain them in the organisation. This will also help the organisations to lessen their undesirable expenditures and increase the employee satisfaction level. This research will also be beneficial for the employees of the organisations by analysing the pros and cons of the organisation and choose their job profile wisely.

#### VIII. REFERENCES

- [1]. Jack J. Phillips and Adele O Connell, "Managing Employee Retention", Page 3, 2003
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- [3]. <https://www.hclinfosystems.in/about-us/>