

## **Retention of Adept Employees: Preliminary Study on PTC- Pakistan**

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**Abstract :** *The employees go on probing better employment and environment. Organizations, on the other hand exploit new strategies for retention of best employees due to severe competition. Organizations focal point shifted from turnover to retention because of outlay efficiency. Research intention leads diverse factors including motivational, environmental and succession planning that compel employees to stay. Selecting the Pakistan Tobacco Company-Jhelum for our study because of negative job turnover rate. For this purpose, adopt interview and observation strategies for gaining depth knowledge and why zero job turnover ratio in MNCs and not in local industry. From extensive literature review, we come to point that each factor has constructive relationship with retention but in reality, not possible in split form. From observations and in-depth knowledge from interview, concluded that employee retention only possible by adopting cluster of factors and not in split form. Research is limited with time and number, putting less time on observation method that is why same study can be further explore on the basis of longitudinal while empirical analysis can extend this study.*

**Keywords :** *Best employees, Extrinsic motivation, Intrinsic benefits, Work Environment, Work life balance*

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### **I. Introduction**

Employees' mobility among the organizations has been escalated due to healthier benefits. Edification has augmented the stipulation for healthier benefits that is why mobility is amplified. Not only educations elevate mobility but as well environment, extrinsic, intrinsic, career development, balance in work life issues involved [1-3]. Organizations focal point shifted from turnover to retention because of outlay efficiency [4-5] Enlighten that organization desires to retain superb performing employees but it become complicated because of [6] employees go on with probing better employment and environment. Organizational operation executed by the talented employees, whose not only achieve the organizational goals and objectives as well as bring satisfaction in their team members [6-7]. The war of best employees retention has been started and organizations made huge investments in this context [8] for competing and leading the market [9]. Right retention strategy required for the growth but slightly errorous strategy hurt the profitability and growth [10] that is why no space for gaffe. The stability of good workforce is offered guarantees of success and intensification in the market [11] otherwise letdown aspects attached with your organization.

The scholars come to point that organization confronted with shortage of employees those have knowledge, abilities and skills in their field. No doubt, organization triumph dais on talented employees [12]. Despite vast literature is available on those factors which cause employees to quit [13] but scant on those factors which compel employee to stay. Prior researches highlighted only extrinsic and intrinsic factors relationship with employee performance [14-15] but lacuna other factors. Organizations confronted with the problems of frequent turnover due to diverse reasons for example wrong recruitment strategies [16-17] weak work environment [18] slow career growth [19] not having balance in work life [11] feeble organisational commitment [20] and lack intrinsic motivation [10]. Earlier organizations focused on extrinsic factors to retain workforce, in this way financial incentives heightened such as increment in salary, commissions, and bonuses [21] but ignoring other retention factors including intrinsic, balance in work life, training and development. Undoubtedly these issues affect the employee's retention but in Pakistan many other factors compel employee toward retention such as bad market situation, shifting of different companies to other countries, scant job opportunities, growth of uncertainty, and etc. that is why employees do not want to leave their job even offering double golden shake hand. In this study, we focused on a cluster of factors including environment, motivation and career development in order to retain the talent employees in context of Pakistan Tobacco Company Limited- Jhelum but further exploration on these diverse problems rapport with retention will be presented later. The study imparts the knowledge on achievement of organizational goals and objectives more efficiently to managers and practitioners through retaining of best employees.

## **II. Literature Review**

Keeping the best employees helps in providing better quality to customers and achieving the goals [10] while retention becomes more imperative for the organization when least number of talented employees on job. Success of organization is based on retention of experienced workforces [11]. Retention starts from day first with recruitment of the employees [22]. Organization's priority to retain the employees has revolutionized. Competition among the organizations has increased and talented employee's retention has become the first priority of the organization [9]. Not only organizations confronted of furious competition of products but as well as faced problem of best employee retention [8]. Right retentions strategy made possible for the organizations to survive and grow in the market [10] and complementary for more profit.

The extrinsic motivators comprises with diverse factors including pay, bonus and the job security of the employees [23] and used to retain the best and talented employees [24]. Many scholarly [25-27] conduct research on impact of extrinsic benefits on employee turnover and come to know that substantial satisfaction factor is monetary reward [10]. Prior study of [28] claimed that substantial competition decreased the impact of financial rewards because of increase in turnover. For better performance, organizations need to motivate workforces intrinsically rather than only extrinsic motivation [24] because open communication, discussion on new ideas and removal frustration bring satisfaction [4]. Encourage is the most imperative element of intrinsic reward which have diverse form for example in form of certificates, appreciation words in public place, appreciation letter, and many more [4]. Task completion in an interesting way enhance the process of creativity and learning that effect employees intrinsically [23] therefore appreciation on completion and bringing new idea enhance the learning process as well. Organizations used extrinsic benefits as a strategy to retain the employees [29] but having wide range of responsibilities is itself a non financial reward to bring organizational commitment [30]. Motivation of workforce in both extrinsic and intrinsic angles required to achieve tasks and goals effectively [31]. For better implementation, organization have to understand each worker profile before applying motivational factors because right reward for right person complementary for retention.

Workforce motivation has constructive link with environment [32] and beneficial for both workforce and organization. For better and more outcome performance, organizations have provide time to employee to relax for example in the form of relaxation rooms, gym, entertainment or some other sport activity [4]. Organization with an open environment in which information is shared with the employees is successful in retention. intrinsic motivation in an organization is a social beginning that creates a supportive environment for the employees [33]. The individual's abilities to perform work actively, by having rhythm in work and life [34]. The work-life-balance strategies retain the skilled worker which reduces the turnover cost and improves the productivity and efficiency of the organization [35]. The work life balance strategies helps the organizations to increase their productivity and performance of the employee with increased intention to stay in the organization [36]. Normal working hours with flexible time has constructive impact on organizational performance [26]. supportive environment [37] is more suitable than others in manufacturing industry but [38] employees at night shifts or longer working hours must be a compulsion for the employees to join entertaining activities to perform well at work. [39] and [37] belief makes the employees to contribute more and the supportive relationship is built. The conflict in the work and life is increasing due to increase in demand of work and decrease in time for social life [24]. Managers in an organization have to play a key role for implementation of work life balance strategies by reducing the conflicts of employees between work and life, with the introduction of flexible timings and support at work [40].

Training bring positive consequences in the organization [11] but have to manage effectively because it enhance the skill and ability of workforce. Not only enhance the skills and abilities but as well trained to deal with the challenges involved during the task and remain flexible and tolerant in the organization [41]. For better performance and achievement of goal and objective of organization effectively, made possible by effective training. The willingness of employee to get trained in the new area is due to the flexibility and learning process [1]. Development of employees provides the road map to the organization and employees to transfer the knowledge and experience to next generation [42]. Employee need to grow, for growth in the career organizations invest, and develop them. According to researchers [43] and [24] career development is considered as an important factor of the employee retention. The increase in the experienced workforce will not only increase the profits of the organization but also the trained workforce will be available at the time of need [24]. Development factor brings more satisfaction than that of monetary factor [44]. The growth and advancement in the career of employees brings satisfaction, the organizations can retain the employees by positioning them according to their potential [4]. The development factor is more for such employees which are seen as the future of the organization.

### **III. Research Schema**

The area of study is confined to employees in Pakistan tobacco company, Jhelum. The interview and observation method applied for obtaining the information. We breakdown our team members into two groups; First group has responsibility of conducting interview while second group has responsibility of observation. Interview questions asked in four phases; demographic information, knowledge on motivational factors, environment flexibility and career growth in the company. This dissect creates ease for the participants to provide clear information. For observation purpose, group visited the company five times to gain the right awareness.

### **IV. Discussion & Conclusion**

Both extrinsic and intrinsic motivational factors applied for retention of the employees. The salary of normal employee is greater than the Government BPS-17 employee (Gazetted Officer) Shift In-charge (manager) has authority to award employee at the spot who perform marvellous as well as creative and new idea take reward. No one in private sector gives pension to their employees except PTC. Best performer's name has written a board for encouragement. These rewards motivate the employees for better performance. Environment of PTC relax and comfortable while health care is first priority. Balance light for work and for noise control plug in ear complementary for all in production zone. Well established Cafe for the employees to get relax during flexible working hours. Recycling is used for fully utilization of resources. For guidance, everywhere indication placed on the ground. PTC sends their employees for training to that country, from production machinery imported because of better understanding and knowledge. Mentoring concept is used at low level for improve of employee knowledge. Training laced the employees with new skills and become valuable asset for organization. Employee's made growth in company through training. Company offers golden shake-hand to approx. 100 employees while golden shake-hand comprises with remain salary and other benefits. The least amount of golden shake-hand is approx. Rs. 4.7millions but no one wants to leave the company because of diverse benefits and flexible environment. Leaving the job ratio is zero due to motivational factors, environment and career development. We come to point through literature and analysis that here are numerous opportunities for foreign investors in Pakistan especially in the engineering, power, horticulture and manufacturing sectors. No doubt, enormous MNCs settle their businesses in Pakistan and now become leader of market for example Unilever, PTC, Proctor & Gamble, Nestle, Toyota motors, Mobilink, and etc. because MNCs implemented motivational strategy, flexible environment and career development strategies at once that is why now leader of market.

How is it possible a company offer such benefits and environment in Pakistan? Because of multinational company and that is why national companies unable to compete MNCs. No one others companies provide such high extrinsic benefits, tranquil environment, superior training and development to their employees except MNCs because of massive resources. Most imperative factor of employee retention is extrinsic benefits in the shape of remuneration because in reality people prefer wealth over intrinsic benefits, flexible environment and career development. On the other side, due to up-to-date production units reduce the numbers of workers and now required 1.5 employees to operate two production units that is why PTC reducing the people through golden shake-hand strategy. Career development is complementary for retention otherwise employees probing new opportunity for better career growth which adversely affect the retention. Intrinsic benefits, healthier environment and career development has less compelling to stay than extrinsic benefits. Presence of this cluster (balanced extrinsic and intrinsic benefits, balance work in life and career growth) compels the workforce toward stay and this cause the zero quit job ratio. Literature, discussion with PTC employees and analysis take us on conclusion that each factor has constructive relationship with retention but not in split form. Effective for employee retention, when used in unifie form. Empirical analysis can be applied for further exploration.

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