Impact Of Training And Development On Employee Retention Of The Sales Team In Vodafone At United Kingdom

Dissertation submitted in part fulfilment of the requirements for the degree of Master Of Business Administration at Dublin Business School

Jaseel . -10379247

Supervisor- David Wallace

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DECLARATION

I, JASEEL ., declare that this research is my original work and that it has never been presented to any institution or university for the award of Degree or Diploma. In addition, I have referenced correctly all literature and sources used in this work and this work is fully compliant with the Dublin Business School's academic honesty policy.

Signed: JASEEL.

Date:20TH MAY 2019

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ABSTRACT

In competitive worldwide business environment, Telecom organizations trust that HR are their fundamental resource and their employees drive them forward and support them in accomplishing their organizational purposes in this world. In view of this concept, organizations put a great deal of cash in the training and development program for their employees to change their mentality in to idealistic and to engage their insight, behavioural standard. The vast majority of the organizations trust that improved abilities will assist employees with improving their individual execution as well as it prompts increment the organization profitability and improve the value of shareholder. Along these lines, Vodafone spend billions of moneys consistently for employee training and development exercises. So, this research was directed for considering attitude of sales team towards training and development programs in Vodafone at the UK.

Along with that, the conceptual framework for effect of training and development program and employees work-related arrogance towards the training and development was created from broad review of literature. Moreover, the findings of this research uncover that the effect of training and development program has positive association with the dimension of learning, organizational commitment, and performance appraisal of the employees. In this way, from this research study, it is presumed that the training and development in Vodafone makes the positive attitudinal results for the sales team and generally speaking development for the organization also.

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Chapter 1: Introduction

1.1 Introduction

A large portion of us would concur that to-day's condition is significantly more mind boggling than that which existed in 1990s. To adapt up to the progressions Vodafone must face difficulties and rivalry experienced from the earth. Today the need of Vodafone isn't simply survival and security yet something more than that like regard, acknowledgment, accomplishment and deep-rooted learning. These are the work environment helpers and satisfiers for the employees. This has prompted change in occupation request and employee abilities. Subsequently, human abilities and gifts are in extraordinary interest than that of different assets. A few organizations are on top since they realize how to keep their employees stuck and esteem them. Regardless of whether the reason is proficient or individual the employer should deal with it. On the off chance that they aren't they could be left without nothing more than a bad memory employee. The employer must be set up to be, strong shared and sustain their employees(Singh, 2019). Organizations began offering alluring and focused pay bundles to bait the employees. This prompted increment in outside portability. Because of the shortage of aptitudes and abilities the organizations began receiving methodologies for holding employees. Business relations, regardless of the business, time, place, individuals connected with, and culture, is shared, equal, and reliant. A significant part of all work relations is congruity. Yet, neither the employer nor the employees are guaranteed of that congruity. In the event that business progression stays to be steady, it advances a feeling of responsibility and faithfulness towards the organization and the activity. In any case, in an unstable domain or in a climate of fast industrialization the conditions change. The development and advancement of new ventures have presented numerous difficulties to employers and employees alongside the making new roads. In any case, these new ventures dependably face the shortage of right sort of labor. This would turn into a greatest test for every one of the employers. Over the span of industrialization holding 'playing out employees' isn't only a basic issue yet has been a greatest test for all new and old ventures. Employers have given parcel of significance to this issue. For settling this issue new and fresher systems have been structured and created by the employers(Fletcher, Alfes & Robinson, 2018). They have additionally included the specialists to ponder the issue of

employee whittling down in their organizations and requested that they prescribe compelling retention procedures. Therefore, "employee retention" has turned into an expert capacity in Human Resource Management and the "retention strategist" a master. Particularly in the UK, Vodafone is constantly worried of enlisting the perfect individuals and holding them for longer time. This arrangement in considered uncommonly to lessen the expense of substitutions. Enterprises regularly invested parcel of energy in contemplating the test of connecting with the pros.

Retention of the performing employees, isn't only basic to just couple of ventures however for every one of the businesses. Holding performing employees has been a test amid industrialization. Employers have given parcel of criticalness to this issue in work relations. Exceptionally new procedures have been planned and created by them. Specialists are additionally drawn in to think about the issue of steady loss and they have prescribed compelling retention procedures.

This is the circumstance of the considerable number of employers in every one of the organizations in UK. At the point when a worldwide open door comes, the youthful hopeful employee is quick to get the chance and move far from the natural condition. An employer can't avoid employees looking for new chances and the expert dependably endeavors to comprehend the beat of the employees and normally tap various wellsprings of labor supply.

In this way, Employee retention would be the best strategy which alludes to the capacity of an organization to hold its employees for a more extended term. Employee retention can be comprehended by a straightforward rationale (for instance, 80% of retention rate demonstrates that the organization has held 80% of its employees in a given period). In any case, many consider employee retention has related endeavors of an employer endeavoring to hold employees in their workforce. Hence, retention turns into the methodologies as opposed to the result(Bibi, Ahmad & Majid, 2018).

Employees leaving organization can't be halted except if a specific system is there to make them remain. The greatest test the employers face in new enterprises is the high rate of wearing down brought about by the shortage of human asset combined with ceaselessly expanding interest for human asset. Employer's obligation is simply not limited to decrease the wearing down rate but rather the test is in holding the performing employees in their occupations and with the organization for a moderately longer period. The employer must

send every one of his abilities and insight in employee retention and keeping the steady loss rate low.

HR supervisors ought to break down the reason for versatility before recommending measures to lessen it. The information and data about outside versatility can be gathered through review, post-employment surveys and polls. The information and data so gathered, ought to incorporate the explanations behind intentional stops like better occupation somewhere else, issues in the present employment and organization like transportation, working conditions, shifts, unsound relations with bosses, absence of chances, no offices and so forth. This information ought to likewise cover, working condition, connections, pay, work itself, office, areas and where additionally where deliberate detachments happen alongside administration, sexual orientation, various levelled grade. Further information identified with lay-off and release can likewise be gathered. At last, the HR chief should cautiously examine the information gathered and propose appropriate measures to control outer portability(Ambrosius, 2018). The reasonable estimates that can be taken to check the issue of over the top versatility incorporates improvement in pay structure, open doors for self-advancement, making roads for advancement, genial human and modern relations, powerful strategies for contracting, choice and putting people, giving helpful workplace, legitimate offices and security condition so the employees are fulfilled.

1.2 Background of the Study

Employee retention alludes to the arrangements and practices organizations use to keep significant employees from finding employment elsewhere. Holding the most significant employees in this aggressive commercial centre is one of the most serious issues that plague organizations. Employee retention is an orderly exertion by employers to make and cultivate a domain that urges current employees to stay utilized by setting approaches and practices that tends to their differing needs. In this way, measures taken to urge employees to stay in the organization for longer period is known as employee retention.

Already numerous organizations as a piece of working together acknowledged the "rotating entryway approach" to fill in the empty occupation with another hopeful, who is enthusiastically sitting tight for the activity. These days business firms are investing their energy, cash and exertion on employees to prepare them, with the goal that they can create employees to a significant product. A fruitful organization can be made just when the employers consider whatever number methodologies as could reasonably be expected to hold

employees, in the meantime picking up their reliability and trust with the goal that they want to leave later on. Sadly, today in the corporate world numerous organizations are confronting issues in holding employees(Perera, 2019). Enlisting gifted individuals is basic for an employer, yet holding them is considerably increasingly significant. At the point when an employee isn't happy with the activity he is doing, he may all of a sudden search for greener fields and exit. Normally substitution costs are 2.5times more than the compensation earned by a person. The costs which are related with employee turnover are totally harmed. Notwithstanding this speculation made on enlisting another employee, incorporate screening, meeting, preparing and redressing.

The strategies utilized by the administration makes an employee remain with the organization for a more drawn out period. Consequently, these retention systems persuade the employees so they stay with the organization for the greatest period and add to the most extreme dimension. Endeavours ought to be made to guarantee development of the organization alongside employees learning in their present assignments and to appreciate the work which they do.

Today Employee retention is a noteworthy worry for every single corporate part. Very much prepared people will in general bounce to different organizations for better prospects and remittances. High compensation, comfort in timings, better vibe, and development forthcoming are a portion of the reasons which powers an employee to search for another condition. At whatever point an employee communicates his plan to move, it is the duty of the top administration of the organization and the HR group to take care of it promptly and discover the underlying driver prompting the choice.

Holding performing and capable employees from getting poached and diminishing the turnover costs are the key territories that should be given some genuine idea. Colossal sums are being spent on enlisting and preparing the new individuals, these expenses are straightforwardly added to the organization's costs in that expanding the employee turnover cost too. Employees who leave the businesses convey profitable data in regards to the organization, its clients, current tasks and other classified information alongside them(Silva et al., 2019). Employees who leave so would have assembled great associations with clients and customers and this would have profited the business organization to develop. Be that as it may, when they leave, such connections are hampered and can make serious misfortune the organization and misfortunes its potential client moreover. When an employee is fired the

implicit cynicism is consequently made and can cause more turnovers. In the event that the weakening rates are low of any organization implies, it is accepted that the altruism of the organization is kept up. Along these lines propelling an ever-increasing number of potential employees to join the organization. Time assumes an urgent job for all organizations to succeed and if no methodologies are confined a gigantic measure of it goes in procuring and preparing another employee, including substantial measure of cash which is an immediate misfortune to the organization, if the employees leave the organization.

It is very astonishing that the reasons individuals quote for their acquiescence are not in every case genuine or here and there they are halfway valid. More often than not the individual are hesitant to raise voice against analysis from their directors, associates, peer gathering or organization as a rule, and ideally give less quarrelsome explanations behind flights.

The significant purpose behind employee turnover in a large portion of the businesses is that the employees are being rejected and leaving in the prior months of their work. Regardless of whether individuals choose to remain for a year or more the employee would have taken the choice to leave amid the principal seven day stretch of his work. Poor enlistment, wrong choice, ineffectively structured acceptance program are typically to be accused. Actuality is that choosing a correct competitor and well-structured acceptance program are the great practices on part of the employers with the goal that they can hold employees in the organization.

Normally employee accompanies exclusive requirements for enlistment, when desires are not met prompting simply acknowledge the occupations for which the fact of the matter is unsuited. The mistake is from the organization likewise in light of the fact that to fill the opening with adequate number, they select individuals without experiencing the correct choice procedure as fast as could reasonably be expected. In any case, over the long haul the organization must pay back as it prompts mind-boggling expense, unavoidable turnover and building up a poor picture in the work showcase.

Ju & Li (2019)did an investigation titled "Maintenance Factors and Their Relative Significance in Ceramic Manufacturing Industries in UK". The creators went for evaluating how certain elements could impact representative maintenance. What's more, the outcomes uncovered that parity of work life, supervisory help and association duty connected to representative maintenance. Research investigation demonstrated that worker's continuation in the association is identified with the relationship that exists between the director and

subordinate. This chief subordinate relationship had most noteworthy criticalness on worker maintenance. Therefore, indicating proof that every one of the three components have critical association with representative maintenance in clay fabricating enterprises in UK.

Guan & Frenkel (2019) in their investigation entitled "How perceptions of training impact employee performance:Evidence from two Chinese manufacturing firms" needed to discover the connections between Job security, work fulfillment, work life equalization, remuneration and representative maintenance in the Automobile administration workshops. The creators inferred that the variables do influence representative maintenance. It has been discovered that among sixteen elements, Job security was the most significant factor in holding representatives. Associations ought to likewise do reasonable and unprejudiced execution examination to keep their representatives for an extensive stretch with them. It is found in numerous workshops that advancements are given just based on position however not on both execution and status premise. Thus, it de-inspires youthful entertainers who are capable than the senior representatives and merit advancements. Consequently, their maintenance aim goes down. Since Autonomy is found as the third most significant factor for worker maintenance at administrative dimension. Businesses ought to be offered self-rule to hold them in associations. It is found in the investigation that representatives at the dimension of expert need sound chief help than self-rule for their maintenance. A sound boss worker relationship is likewise significant for holding the official dimension of representatives. Pay again demonstrated as one of the significant elements for maintenance representatives working in vehicle administration workshops of UK.

Mehrez & Bakri (2019)did an examination titled "Representative Retention in UK Textile Industry: A Study on Grasim Textile Limited" Author has presumed that the main purposes behind maintenance are culture, acknowledgment, condition, arrangements of the association and the association with colleagues and friends. In this way, the associations that are attempting to hold representatives must comprehend the necessities of the workers and the components talked about above. This could help them in holding their best ability over the long haul. In this manner, remuneration, vocation way and workplace are the variables influencing maintenance of the representatives, and among them profession way is most important factor that representatives search for, to work in the association.

Ali (2019)completed an examination where the creators were of the conclusion that association's significant objective is to win benefit. What's more, accomplish benefit, the

association should focus on workers and various approaches to hold them for their long run. Consequences of the investigation uncovered that the powers which made representatives change their employments were pay, absence of development prospects and stress. At long last, the creators inferred that to decrease wearing down businesses ought to make development open doors for their representatives from inside the association by actualizing late innovations and give preparing projects to hold the ability.

Naidoo, Abarantyne, & Rugimbana (2019) stated that in UK IT organizations for worker maintenance and its effect on whittling down dimension of the organizations". The emphasis was on systems received at various dimensions and advantages saw from the perspective of representatives just as boss. Amid the examination, they have understood that various techniques are required at various dimensions. Also, the outcomes uncovered that how maintenance is a noteworthy worry for corporate. Each organization dislike lose their gifted representatives under any circumstances, however people once prepared will in general move to different associations for better prospects. Some focused advantages like rewarding compensation, agreeable timings, better climate; development prospects animate them to pay special mind to a change. At last, creators propose that at whatever point a worker communicates his ability to pass on the duty of the administration, the human asset group ought to mediate promptly and discover the reasons which lead to such choices. Maintenance can be polished better by picking a correct methodology at appropriate dimension. The association must comprehend that representative maintenance is giving advantages not exclusively to business however to workers also.

Abro, Khaskheli, & Bhutto (2019), in a study involving employees from different BPO companies found that the major reasons for employees to leave the BPO sector is due to job stress. Majority of the respondents agreed that there was an opportunity for promotion and employer-employee relationship was good. Many of them also agreed that they had a good working environment. But there was no significant relationship between gender, age and the level of job satisfaction. However, a significant relationship was observed between education, monthly earning and satisfaction level.

1.3 Need of the Study

Research on retention strategies is of great importance to the organizations as it provides a new dimension in understanding and dealing attrition. The problem of attrition has widened the scope of Employee Retention and its implications on organizational effectiveness. It is

very important to retain those employees who work hard for the organization and who is indispensable for the system. Since there has been increased amount of attrition taking place in the sales team of Vodafone UK, retaining such employees is a challenge to the Employer. Attrition may be due to several reasons like new opportunities available elsewhere and lack of support in the present organization (Qaisar Danish et al., 2019). The major problem in retaining the performing employees in their jobs and with the organizations for relatively longer period is a testing time for the employers. They need to use all skills and intelligence in keeping the attrition rate low. Review of literature clearly showed that sector wise studies had been done, but comparative study between sectors were few.

1.4 Problem Statement

An employee who leaves the organization loses its most valuable asset, and the employee carries all the secrets to the new organization. The company would have invested on each employee which includes hiring cost, training cost and compensating him. But when the employee resigns the total cost invested on him adds up to company expenses. For example, an average salary of an employee per month is the range of 3000 GBP and then the cost of hiring a new employee and other expenses come around 500-1000 GBP. If you have two employees resigning per month, the cost comes to 1200 GBP and taking the same for 12 months to around 2000 GBP which is a direct loss from the turnover of the company. And after all this, there is a risk of getting a right employee for the right position with a right attitude.

So, the purpose of this research would be to explore the factors influencing Employee Retention Strategies of Vodafone UK. Further the study intends to analyze those strategies that are important in retaining employees. Several studies have been carried out by Vodafone UK in this field. However comparative studies in Vodafone UK were found to be very few in number. The researcher thus carried out a study on Employee Retention strategies and tried to give a comparative view between Vodafone and its rivals in UK.

1.5 Significance of the Study

The research on retention strategy finds great importance as it would be able to contribute significantly to understand how to hold and retain the experienced employees so that his expertise and knowledge, wisdom and learning is not migrated out of organization, to its competitors. Organizations spend quite a lot of money in the process of recruiting and employing right individuals. The level of attrition rates these firms indicate the relevance in

finding new models in retention strategy. Attrition is a much-spoken problem in the organizations and the employee is migrated to an outside world along with his experience, skill, he/ she has earned in his long years of service, his knowledge, and his loyalty. The company secrets and formulas are poached by the competitors(Watson et al., 2019). The study of retention is also useful for the policy making top- level CEO's and HR managers, executives and assistants for redesigning their HR policies and systems related to retention strategy. Since the problem of attrition is universal in nature any number of studies in this area would gain lot of significance in the current day context. Since there were several instances of employee attrition reported in several newspapers and magazines, this study proposed to be carried out in UK has gained lot of significance.

1.6 Research Objective

The main objectives of this research study are as below:

> The proposed study "Employee Retention Strategies: A Comparative Study of select Manufacturing and IT firms" is carried out in UK. The study concentrated on collecting data from employers and employees of Vodafone located in the UK.
> Research Objectives:-

- To identify and compare the perception of employers and employees of Vodafone UK on the 'reasons for employees leaving the organization.

- To examine the difference in the perception of employers and employees towards various Employee Retention Strategies.

- To compare various retention strategies adopted by Vodafone UK

- To compare the difference in the opinion of respondents of Vodafone UK on the 'strategies that are important for retaining employees'

- To compare the difference in the opinion of respondents of Vodafone on the 'availability of Employee Retention Strategies'.

- To measure the relative strength of each retention strategy.

- To assess the influence of select secondary variables; gender, experience on retention strategies.

Chapter 2: Literature review

2.1 Introduction

Nowadays, employee retention has turned into the most vital component in numerous organizations. Employee retention can be characterized as organizations with stubborn activity which can make a persuading domain that can hold workforce for a long term. Training and developments are important attributes that are required to retain the employees in an organization. The organizations come up short when they don't give importance to their workforce retention. A large portion of the organizations doesn't give more consideration on staff retention since it costs more. This comprises of both immediate and backhanded expense. As a matter of first importance, on account of employee turnover, when the organization enlists new staff, advertise rate compensation ought to be given to them, which would be more than the past staff, cost of contracting will likewise be another expense. These costs go under direct expense, and the roundabout cost is of less profitability, an absence of consumer loyalty, loss of scholarly capital or more all negative effect on notoriety of the organization. So the organizations need to take it so effectively. Employee retention is critical for any organizations achievement and compelling employee retention strategies as it will retain their important staff individuals, who are the benefit. This benefit will ensure success of the organization.

Sundaray (2011) conducted a study to assess the factors influencing retention of employees in the United Kingdom's public and private sector workplace. The study involved respondents from Vodafone. Results revealed that compared to the private sector, public sector had a high retention rate. As far as the reasons for employees leaving were concerned, the organization which paid low salaries and benefits were predominant. Further employers' psychological factors like organizational justice and prestige were also influencing employee retention. The authors finally suggested that all organizations should regularly review the remuneration structure which fosters a congenial working environment for employees. Sundaray (2011) observed the connection between work-family disagreement and employee retention amongst employees working in public and private companies in the United Kingdom. The Study shows that there is no association involving work-family clash as well as retention of an employee. Results revealed that if there was work-family conflict also people were still not ready to leave the job.

Demetriou & Schmitz-Sciborski (2011) carried out a cross-sectional survey to identify the influence of intrinsic and extrinsic motivation variables on retention and employee turnover.

This study considered respondents from two public and two private organizations in the United Kingdom. The results of the study indicated that employees were influenced both by intrinsic and extrinsic variables of motivation which included

- training and development,
- interesting and challenging work,
- freedom to think innovatively, and
- Security for the job.

2.2 Historical views of T&D

All these above-mentioned variables and factors lead to a reduction in employee turnover and an increase in employee retention. Demetriouand Schmitz-Sciborski (2011) carried out a study which aimed at examining the factors involved in retaining employees. IT employees was chosen from the city of London. The results revealed that the major three retention variables which influenced more in retaining employees in IT companies were:

- superior support and work environment
- career advancement opportunities,
- handling of the work pressure,
- rewarding and recognizing the efforts

Oladapo (2014) carried out a study to identify the retention strategies in various IT industries to understand the retention rates in the IT industry. The reasons for turnover and strategies adopted by these industries in retaining employees were found that there were 5 major retention strategies:

- compensation,
- organization environment,
- personal growth,
- Relationship and support.

According to the report, the attrition rates in IT industry was 35-40%, and the reasons for this was lack of growth prospects, misguidance, negative policies, unhealthy professional relationship, and physical strain which creates discontent among workers at workplaces. To reduce the attrition rates these top industries have adopted retention strategies like free flow

of communication, understanding clearly of employee's expectations, implementing simple policies and procedures, properly rewarding where the reward is linked to performance. Oladapo (2014) carried out an exploratory study on issues related to attrition in IT and ITES companies to examine the influence of environmental factors, training and development and organization culture, specific job factors on voluntary attrition and involuntary attrition. The results revealed that all these factors influenced involuntary attrition in that an increase in 1 unit of involuntary attrition there was an increase in all the mentioned factors. And finally, the authors concluded that it would be helpful for HR managers to change their retention strategies and ensure minimally or zero attrition

Gberevbie (2010) carried a study to identify the factors influencing retention of employees in the IT industry. A sample of HR professionals was included in the study. The variables examined were HR policies, corporate work environment, conditions of services, and welfare measures. The outcome of the study was that these variables can be used by the HR managers to manage attrition. Gberevbie (2010) carried out a conceptual study focusing on the importance of employee retention in promoting sustainable development at organizations. Considering two major companies and showing how they were paving towards sustainable development by adopting retention strategies was the highlights of this study.

Cascio (2015) carried out a study on the effects of HRM practices on the retention of employee among MNC's based in the UK. A sample of managers, among whom were management executives, HR leaders, and Line managers was selected for the research. Results revealed a direct and positive relationship between HRM practices like those of:

- employee motivation,
- flexible career paths
- Employee retention.
- job satisfaction,
- employee engagement,

Further, the strongest influence on employee retention was employee engagement. Cascio, (2015) carried out an exploratory study to identify the dimensions of employee retention in IT companies and their influence on the attrition level of the employees. The results revealed that intrinsic motivation, comfort, involvement and work life compatibility were significantly influencing the rate of attrition. The authors concluded that a culture that has retention as an important aspect is the emphasis for all the IT companies.

Thakur (2014) investigated the determinants of worker retention in the ITeS Sector based in the United Kingdom. From the study, it was statistically found that significant variables for retention of workers were a fair and competitive salary, performance related incentives, security at the workplace, fair and equitable treatment between male and female workers. Most importantly ITeS conducted Exit interviews and this has been a major tool for retention of employees. Thakur (2014) made an attempt to study the emerging employee retention practices in MNCs. The author recommends that depending upon the different needs of the individual proactive strategies should be developed. Further, the factors like motivation and satisfaction would also be the base for retention in which these two factors would be significantly different for demographic variables like age gender, marital status, and education. Alongside the mentioned factors these underlying factors also would be beneficial for the organization in retaining employees:

- authority in their work,
- Training them intelligently.
- recognizing the right talent,
- empowering employees,

Bayo-Moriones and Galdon-Sanchez (2010) attempted to examine the HRM practices adopted by the It companies with the intention of retention and lowering the attrition rate. They suggested developing retention management that was helpful in career development, rewards and recognition, HR policies and performance-based incentives. Bayo-Moriones and Galdon-Sanchez (2010) carried out a study to examine the level of employee retention in selected private banks of the UK. The major two retention variable used for this study was organizational climate and job satisfaction for employees from different banks. The author finally concludes that a significant difference was observed in the retention variables indicating that all banks had high retention.

Kim(2012) carried out a study to assess the factors of employee retention that affect banking sector employees in the United Kingdom. The impact on employee retention is due to considering the independent variables that include the following:

- training opportunities,
- rewards, and recognition
- of annual performance appraisals.
- compensation & benefits,

- working environment,

The authors concluded that all the independent variables had a positive influence on the retention of employees. But mostly compensation had more impact on retention, indicating an employee who has been paid well is more satisfied. Kim(2012) carried an empirical study among the employees of private sector banks in London, to observe the relationship between leadership styles and retention. The findings of the study revealed that styles of leadership have a significant influence on the retention of employees. Further, the author concludes that while practicing leadership style, if an employee feels unfavorable with the style the workforce decides to leave. By giving the right leadership style the workforce decides to retain in the banks.

Stroth (2010) made an attempt to study the effect of HRM

- proper working environment,
- work-life policies, and
- rewards on the retention of employees
- career development,
- Support from supervisor in banks of the UK.

Findings showed a good relationship between the retention of employees and different HRM practices. Further out of all the practices career development and rewards were of top most priority for retention. Stroth (2010) carried out a study to analyze the various factors that would affect the level of retention within the Vodafone in a CDM, (C=complexity, D=Dynamic, M= complexity &ambiguity) environment, i.e., whether these innovative HRM practices can lead to retention. This study was based on the secondary data available. The results revealed that Recruitment and Selection by Expert Committee and trying to hire new recruits through old employee, Employee Engagement, providing continuous feedback, providing salary and other benefits like:

- Employee Stock Option Plans,
- maintaining transparency and prospective career growth,
- Effective Training and developing Leadership programs,
- open and rewarding organization culture are the retention strategies that are helpful for Vodafone to survive in the CDM environment.

Agyapong (2011) carried out research to assess the retention strategies used by Vodafone to retain Generation Y employees who use social media. The idea is to check whether how these organizations retain employees by using social media. The results revealed that 75.73% have a facebook account, 86% use gadgets like mobile phones, laptops, mp3's and 50% of the employees spend 30-40minutes each in accessing information. This indicates that majority of the users nearly 75% of them are retained by these social media organizations. Agyapong (2011) in her study attempted to analyze the innovative HR practices in the service-providing industry like Vodafone(UK) which are facing cut-throat competition in a VUCA (volatile, uncertain, complex, ambiguous). The study reported new steps for retaining talents in the present scenario. These new steps included:

- Hiring individuals who fit in the organization,
- employee engagement,
- Prospective and transparent career growth
- A culture which has open and best rewarding system continuous feedback on the performance of employees
- attractive compensation and benefits
- innovative HR functions
- effective leadership development and training programs,

Finally, the author concludes that in a competitive market to survive the organizations must adopt innovative strategies for retaining talents.

Sundaray (2011) carried out a study about factors that are involved in employee retention in Vodafone. The number of respondents considered for the study. The results suggested that:

- Increase the level of satisfaction among employees by providing benefits
- The strategies of employee retention must be framed in a creative way.
- A superior-subordinate relationship should be improved;
- More opportunities must be provided for the growth of career.

Sundaray (2011) undertook a study to examine the various factors that affect the retention of women employees in the workforce of Vodafone. For this study, women employees, were chosen of whom executives, managers, and senior managers were included. It was found that factors contributing to employee retention in the Vodafone. They are as follows:

- training and professional development,

- paid maternity leave,
- flexible working arrangements
- competitive compensation,
- encouragement and recognition,

Mani (2011) has discussed in his research paper that organizations should develop a positive culture and be prepared to face the challenges posed in adopting the HRM practices for retaining employees within the organizational structure of Vodafone (UK). Further, the author suggested that the Retention Strategist should focus on employee engagement, leadership development and create some win-win situations for retaining the workforce. Mani (2011) carried out a study on attraction and retention of quality employees from the manager's viewpoint in Vodafone (UK). This viewpoint varies from country to country and from one organization to another. The authors finally recommend to all managers that while hiring, the right person and the right job must be seen. The supervisor and subordinate relations should be a trustworthy relation. And finally, it is the responsibility of managers to develop a personal plan for each individual as the base.

Hanaysha (2016) made an attempt to study the reasons for attrition, what measures can be used to control attrition and the retention practices which are prevalent of Vodafone based in the United Kingdom. The authors concluded that organizations need people and people need organization both are dependent on each other and one does not exist without the other. When an individual joins an organization, he gets his

- creativity
- innovation,
- dreams,
- hopes,
- ambitions,

It is the responsibility of the employer to recognize and preserve these assets for the future growth of the organization. An organization should create such an environment where people can achieve their individual goals and accomplish organizational goals. The retention plans are inexpensive which fosters productivity and makes sure that employees are emotionally attached. Hanaysha (2016) carried out a cross-sectional study on employees from Not-for-profit and For-profit organizations of the UK, to understand whether organizational

commitment and employee engagement are the predictors of employee retention. It was found from the study that engaged and committed employees to tend to stay in both types of organizations for a long duration.

Jain, S. (2013) carried out a survey to know the United Kingdom attrition rates, reasons for labor turnover and developing retention strategies. The authors opinioned that the viewpoint of today's HR manager should change to Human capital managers to compete with the global market. Instead of using only compensation as a retention strategy, they should rather concentrate on social networks; deepen individual satisfaction, and commitment towards the organization, enhancing career opportunities. Jain, S. (2013) carried out a study on the effects of talent management in retaining employees in State Corporation. This research is completely based on secondary data. Conclusion of this research is that organizations success depends on the quality of Human resource. Talent management is significantly associated with organizations performance and employee retention. The five primary areas of talent management are,

- attracting,
- selecting,
- engaging,
- developing
- retaining.

2.3Learning, T& D, retention, and compensation

As commented bySrimannarayana (2011), training and development play an important role in retaining the employees. If proper training is not given to them then they can't develop. Compensating them in correct terms and giving them feedbacks will encourage them. The work environment is also an essential attribute that is required for retaining employees. It is considered as one of the most important aspects in context to employee retention. Work environment is subjected important in this case as it the driving force behind a successful organization. For example, if the work environment is not suitable or uncomfortable for the employees, the productivity and the quality of the work will be affected. An effective organization is not only responsible for human capital but also to retain experienced and knowledgeable employees. Work environment is entailed effective as if the worker remains satisfied with his work environment, then he or she will continue to work in the present space

positively. Having a positive perception in context to the organization is very important and it can be adhered by appreciation of the employees. It will encourage and enhance the worker to perform better in every condition. The HR practices need to be in high terms so that the employees stay longer and provide effective work. HR sources are good sources in context to development of an organization and retaining employees. Power distance is an essential attribute if present in an organization can entail differences in a workspace.

(Point 1: Srimannarayana (2011), training and development plays an important role in retaining the employees).

2.4 Requirement and need of Learning, Training, and development

Evaluating these elements can be done by the higher level authority if the organization. They can monitor the work of their workers and give them feedback. Development and learning is not an instant process it can avail through experience. In this time of development, where innovation changes once in a while, training turns essential for each organization to stay in the worldwide market. Organizations can't depend just on regular specialisms, however, to contend, later on, they should build up their worker abilities, since it is a time of efficiency and quality. As commented by Lundmark et al. (2017), training is described as the orchestrated mediation that is planned to improve the determinants of individual work execution. The organization suffers in quality and use in light of nonappearance of training. In a general sense, training began from changes grabbed by learning, notwithstanding the way that change is critical for human improvement. In this promising authoritative reality for survival, an organization must be furnished with properties of flexibility, versatility, and unending quality. With these qualities, the survival of an organization can be practiced through training and advancement of their workers. It is generally related to the present spot of work and the nonstop situation. Of course, advancement is the path toward creating for future businesses. Training must be need-based; appropriately, the firm needs to, first, do the assessment on account of training is required or not. Consequently, comprehensive training needs performed assessment, that exhibits why and where the preparation is required, and besides observe which worker needs training and who should be set up for improvement reason. Now and again, training isn't incredible, the firm gives unequivocal training to the workers since these capacities were not totally traded to them. Along these lines, it is neither productive for the specialist nor for the organization.

As commented by Budd & Hannum (2016), employee retention can be a success from the earlier times if correct compensation and rewards are generated to them. Development openings urge employees to modify with challenges at work and upgrade the opportunity to stay in their present place of employment. Training, a fundamental bit of various HRM which are used for upkeep and advancement of employees in view of these different kinds of training given to workers like the hands-ontraining, proficient training, general and unequivocal training.Organizational environment also plays an important role in retaining the employees. If the employees are not comfortable in their working environment, then the productivity becomes less.
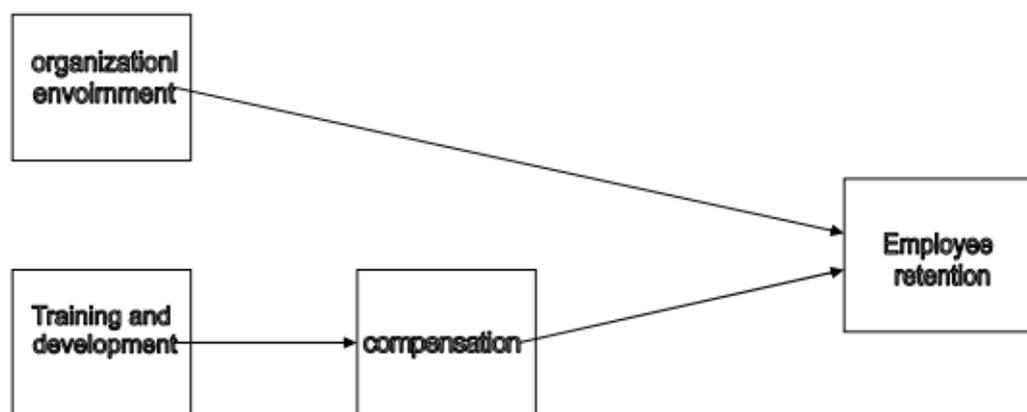
Figure 1 Employee retention

(Source:Ijs.academicdirect.org)

(Point 2: Budd & Hannum (2016), stated that employee retention depends in context to training and development, organizational evolvement and compensation).

2.5 Process of Learning, training and Development

As commented by Davar & Parti (2013), the impact of these attributes can be examined by the higher-level workers by keep a check in context to their lower level employees and giving them feedback of their work. HRM is a methodology which comprises of employee's development and working for the improvement of employees in a working environment. The five classifications of HRM are employee retentions, learning and development, and performance appraisal. To accomplish an organization objective, the development of the correct individual begins from the primary stage the "Perfect individual for the correct activity at the opportune time", as per their practices and abilities that are required by the organization prerequisites. In the present business period, it has been seen that a large number

of changes are happening in the human resource field. In an organization HR capacities are interlinked with various exercises that have impacted every one of the zones of an organization. The accomplishment of an organization depends on the HRD atmosphere, for example, self-sufficiency, reasonable remuneration, acknowledgment, transparency, trustworthiness. Human Resource practices give openings identified with professional development, so they help in employee commitment and employee development.
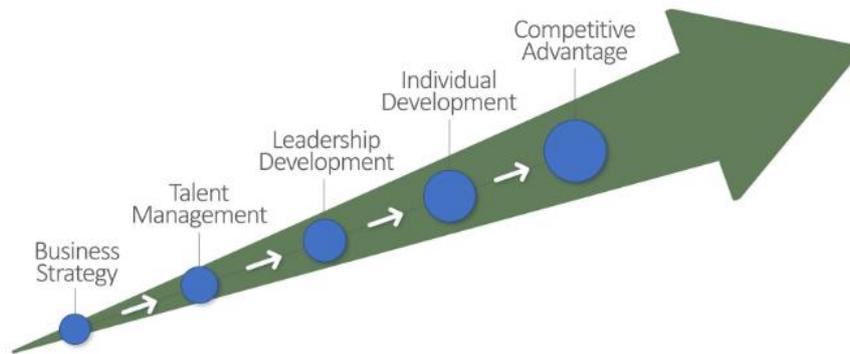
Figure 2 Retention of Employees

(Source: enterpriseminnesota.org)

As commented by Kumar et al. (2014), employee retention is a straightforward viewpoint for each organization with respect to competitive advantage since human skill is a basic resource of the current world. Subsequently, organizations are currently progressively cantered toward employee retention. Organizations utilize diverse HR procedures for retention. The principle accentuation is on remuneration bundles after employee training and development rehearses for retention purposes. According to this view, there are three sorts of benefits, which go about as wellsprings of competitive advantage: physical capital, hierarchical capital and human capital. Thusly, each firm can be short of a stretch get the underlying resources; those organizations, which give new contemplations or show inventiveness have the capacity to persevere.

2.6 Evaluation of Learning, training and development

As commented by Dustmann & Schönberg (2012), this exhibits that nonhuman resources can't give much favorable position to any firm, in light of the fact that their openness is never again an issue now for any firm. It suggests that human resource is the genuine difference in the organizations which are fighting, and it makes a suffering and noteworthy impact. Thusly, maintenance of, influencing and keeping potential workers is an imperative issue. Hypothesis

will be used for attracting and holding workers that add to competitive advantage. Organizations are continuously stressed over the turnover of their employees since turnover is irritating, both for workers and supervisors. As shown by the business' viewpoint, they lost their human capital, so the organization needs to endure contracting cost, and other authoritative costs. Turnover of workers may be purposeful or programmed. Programmed worker incident relates to poor execution, struggle or diverse issues, while purposeful parcels are a result of better open entryways in various organizations. As turnovers are irritating for organizations, consequently, firms try to hold their present workers. This maintenance of workers and capacities urges the firm to spare their hypothesis of workers. Consequently, for every organization's improvement, capacity is the key. Thusly, to hold a worker, the organization needs to make a couple of steps, by and large turnover which is a direct result of pressure, forbidden work environment, low-work satisfaction and fewer points of interest transforms into an issue.

As commented by Ali et al. (2014), diversity in the working environment is a technique that builds employee retention. Diversity crosses sexual orientation, racial and age limits. The most proficient method is to adjust to the kind of characteristics and work styles for individual organization; independence and curious/expressive nature of assessments. In spite of the fact that diversity and employee incorporation is basic for employee retention, it needs to be understood that choice of new employees ought to be guided by individual organization fit, coordinating attributes of people to occupation and its way of life.

An organization's vision is worked around certain fundamental beliefs, which is typically a detailed proclamation that pushes the organization to accomplish a corporate objective. An organization's main goal is to mean a model that exemplifies the drive behind the presence of an organization. Directed course is essential, since great entertainers keep up pledge to an organization whose objectives are conveyed plainly, and are achievable. Most organizations work inside a staggered of chain of command alongside a multi-system of HR. Employees need to know how they fit into the general motivation behind the organization. With the end goal for employees to know how they the fit, an organization must have standard procedure of correspondence that associates employees to the correct message from the business. An organization's standard of correspondence subtleties the significance of straightforward and compelling channels of correspondence between official authority, the board and employees who give five dimensions of administrative correspondence. Understanding these dimensions

of administrative correspondence will enable the organization to build up a correspondence standard that is comprehensive and thinks about the diversity of its gathering of people.

(Point 3: Ali et al. (2014), stated their diversity is an important force to retain the employees).

2.7 Modes of Learning, training and development on the best practices

As stated by Smith & Day (2015), the organization needs to draw out the best practices which can be done to retain their employees. Employers can set up training and development alternatives for employee work substance and obligations. Work substance and duties as an open door extend the employee's job inside the organization. A feeling of being a piece of the organization is improved when the employee is given a leadership job in undertakings or has a positive working organization with the manager. Instances of occupation substance and obligation demonstrate that employees allowed a chance to develop and create through leadership objective sharing, self-administration and more access to vital data and planned gatherings. Employee's vibe increased in value when an organization perceives their endeavours and gifts. Vocation development ought to have an immediate connection with expanded creation, higher wages, reasonable pay, and advantages. It is important to manufacture leadership training projects and leadership abilities. As commented by Pratt et al. (2014), the organization should structure an objective intent to decide future needs which incorporates the recognizable proof of inside contender to take an interest in training for leadership positions. Making leadership and the executives' rotational projects permits future administration a wide perspective on the organization, which enables the employee to comprehend their effect on the organization's primary concern.

Employees need to create in administration just as improve their aptitudes sets through on-going concentrated on trade unequivocal training. Supervisors need workers to develop a substitute scope of capacities with supplemental training to grasp the issues administrators face and the decisions they make as business people. Improved scopes of capacities lead to headways and better pay.

- Training positively affects the proportions of the organization's competitiveness.
- Training must be incorporated into the company's business techniques
- The mix of training in the organization's business systems expands the effect of training on the organization's competitiveness.

(Point 4: Smith & Day (2015), best practices of training adhere which draw the effectivities).
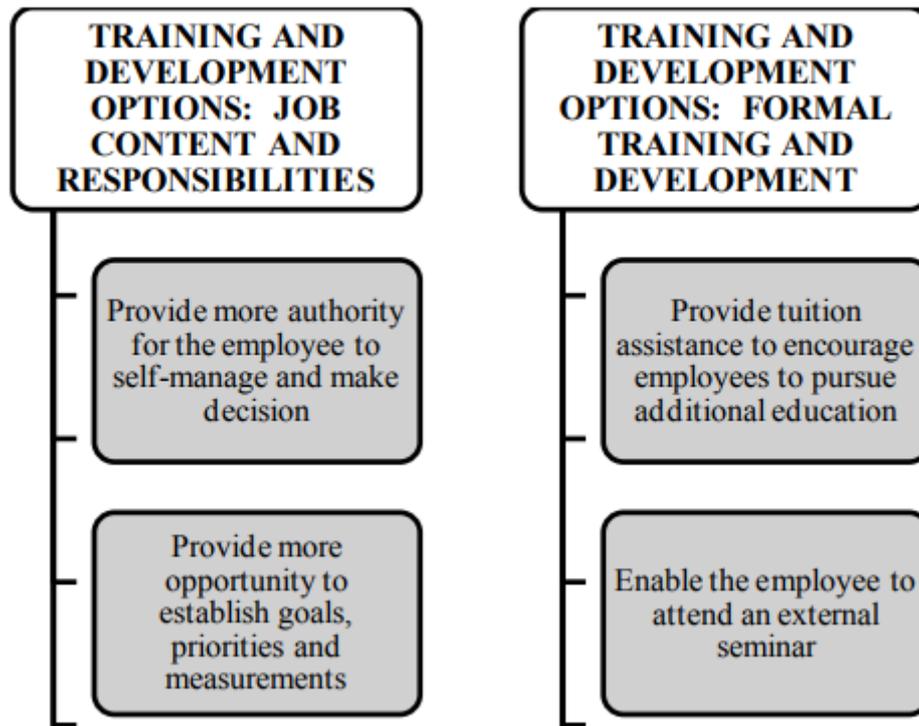
2.8 Learning, Training, and development as a reward

As commented by MILIA & BIRDI (2010),after the learning and training process there is another important attribute which is rewards. Rewarding the employees are very important because if they are appreciated then only they will be willing to work retention strategies needs be a piece of each part of an organization's principals and activities. All together for any organization to accomplish its monetary short and long haul objectives; they should address contributing components of high turnover and build up a key arrangement. There is a massive requirement for organizations to focus on employee retention beginning with their vision, values, and operational approaches. Organizations need to encourage positive interchanges that draw in and elevate employee duty to the vision and estimations of the organization. Consideration of diversity and straightforwardness is likewise critical. Focussing on enlisting the correct employee and survey if the employee is "Work Fit" for the organization. In the present worldwide business, supervisors are expected to create down to earth strategies to hold employees of various foundation. In order to win in this endeavor, it is imperative for them to appreciate the condition that shaped different workforce of various ages and a lot of social orders. They ought to similarly oblige their worker's exceptional learning and work styles, similarly to find ways to deal with influence them. To the extent sexual introduction, executives ought to grow the agreement of female workers and utilize their capacity by offering them versatile work hours that oblige their family and youth raising obligations. Right when all of these destinations transform into an executive's need, they make work satisfaction and a positive work environment. It will in like manner help in the growth of worker maintenance and lead to accomplishing hierarchical goals, for instance, expanding focused edge and adding to extended advantages.

As commented by Kalaiselvan & Naachimuthu (2011), maintenance of workers is fundamental to an organization's primary concern. Costs to an organization join interest and selection to fill the discharged position; trailed by acquaintance and continued training required with stay talented in the workplace. Learning grabbed in the midst of a worker's advancing work with an organization is lost when the worker leaves. Development and training are also related to remaining comparably arranged, as the people who stay long at an organization will all in all remain correspondingly arranged. Training is in like manner foreseen through compactness inside a comparative organization. it is often realized that each employee isn't searching for a long-lasting activity, yet contracting qualified people dependent on learning and accreditations forthright is critical to expanded retention and

diminished turnover. Continuous affirmation must be given of the connection between submitted employees and a business situation where that employee needs to remain.

As commented by McCulloch & Noonan (2013), individual Organization fit is the coinciding of organizational and individual qualities. Individual Job fit is the supplement between occupation requests and individual attributes. The fit is a critical factor in both retention and turnover as it is associated with employment fulfilment and positive cooperation's in the work environment. Improving fit starts with training and determination. Fit is proportional and includes the evaluation of readiness for a job with the organization from both the employee and organization perspective. Employee retention strategies must offer open doors for employee training and development. This implies organizations ought to have intentional talks and use top to bottom examination of information and employee criticism as a methodology to hold its employees. Organizations ought to put resources into its employees as partners. Organizations need to endeavour to comprehend the corporate needs of the organization. This ought to be a common handshake that benefits the employee and the business. Setting up retention strategies make it conceivable to hold and rouse employees to stay steadfast, beneficial and competitive. Bosses should take a gander at the retention strategies as long haul interests in future development and competitiveness in the organization. The work showcase today is profoundly competitive and holding top ability is basic to contend in the commercial centre. Managers must perceive this test and put resources into occupation content just as formal training and development. Managers must be happy to make their own leadership foundation. Bosses must perceive pioneers from inside, train and create them as present and future pioneers. Each business must enhance the accessible chances to practice their retention strategies and put resources into their employees, who consequently moved toward becoming partners and increment the competitive and budgetary primary concern of the organization. Employee retention strategies have a high efficiency and pay a profit to the employee and the business.

Figure 3Training and Development

(Source:Ijs.academicdirect.org)

(Point 5: MILIA & BIRDI (2010), stated that rewarding the employees is essential for retaining them to a particular organization).

2.9 Definition

2.9.1 Organizational Planning

As remarked by VAN VIANEN et al. (2011), the foundation of all around characterized organizational goals and objectives impact or shape employee retention and occupation profitability. it was discovered that organizational bearing and bolster sway on employee work fulfilment including the in general organizational duty. organizational help unequivocally impacts work fulfilment and employees' promise to their organizations. superior work rehearses demonstrated that incorporating employees in basic leadership, goals and the organizational heading through group interest would help to create work fulfilment and diminishing turnover. Likewise, numerous different past examinations found that "other work rehearses, for example, all out quality administration and result in profitability picks up have positive effect on inspiration and responsibility to the organization. It is subsequently not amazing that organizations which fuse superior work practices, for example, employee

investment or commitment, and absolute quality administration are bound to encounter lower turnover rates for non-administrative employees since they help to instigate work fulfilment.

2.9.2 Staffing

As commented by Paul (2014), employee retention can be characterized in different words. The best employee retention definition by authors traces it as the ability of an association to hold its best workers and in this way, keeping up a low staff turnover. For the organizations to accomplish this, they should create and actualize significant retention programs. The employee retention demonstrates how the organization is getting along to the extent holding best employees is concerned, and it advises it about regions of progress. Figuring the employee retention rate is essential for businesses. It tends to be done quarterly or semi-annually.

As commented by Sonobe & Otsuka (2015), the staffing selectivity process expects essential employment in the workforce orchestrating process. In spite of the way that, the selectivity method is one of the troublesome errands to perform, in any case, it impacts hierarchical execution. The hierarchical execution in like manner will depend upon the right number of workers, the most ideal required aptitudes and impelled authorities with positive lead to extend organizations execution. It was seen that not all the staffing selectivity process are sensible to apply in light of the way that a part of the assurance gadgets are costly and some are proper only for explicit organizations. Real choices or decision mechanical assemblies in staffing selectivity process is essential in order to get the right information about a contender for right positions inside organizations. staff assurance depends upon the understanding of execution and results and propelled individuals. Regardless of the way that, for this to urge, the whole method of picking candidates should in like manner be established on the likeness between workgroup in term of characteristics, objectives, personality, direct and similarly as capacities.

2.9.3 Performance appraisal

As commented by Gumbo et al. (2012), retention is considered as a vital segment of an organization's HR strategies. It begins from the determination of the correct employees and it ought to be proceeding by rehearsing those projects so as to keep those potential employees and make them submitted and drew in towards the organization. Employee Retention procedure is being utilized by the corporate pioneers so as to keep up a successful workforce just as meet the operational prerequisites. The performance appraisal process is a movement

that guarantees common comprehension between the subordinate and the chief through the way toward assessing straightforwardly the subordinate employment explicit performance needs and desires, correspondence, and allocated duties. It is likewise a procedure of giving long-winded and planned criticism that tries to improve collaboration and advance more prominent efficiencies and capacities. Fruitful performance appraisal frameworks upgrade quality and efficiency. A complete, straightforward and customer based performance appraisal framework improves firm. An exhaustive performance appraisal framework builds subordinates' dedication. The procedure of performance appraisal framework has a positive relationship with upgraded efficiency of firms. The connection among employees and administrators which is encouraged by the performance. From the above mentioned, there is an unmistakable sign that performance appraisal is a critical instrument to base profession development, acknowledgment, and advancement of employees. Performance appraisal is an increasingly gainful procedure that impacts organizational performance.

2.9.4 Employee Retention

As commented by Lindsey et al. (2015), retention is an intentional move by an organization to make an area which interfaces with workers for whole deal". Thusly, worker maintenance is a resolved effort by any organization to give a circumstance which will all in all keep or hold employees for an extended stretch. employee retention is the training and technique or whatever the organization does to have and hold talented employees. In the ongoing occasions, specialists and researchers have discovered that however HR the board influences performance, notwithstanding, "there is small comprehension of the components through which HRM practices impact viability". Parts of HRM-performances are alluded to as a "black box" because of the way that they have been disregarded. The riddle that supports the HRM-performance relationship is go-between components like employee retention. Remarkably, the delegate phase of this relationship, for the most part, contain the HRM outcomes of inspiration, fulfillment, social atmosphere, retention, contribution, dependability and trust. Inside the setting of this dialog, recognized the little consideration which reached out to investigating the connecting instruments or intervening impacts of urgent factors in the HRM-performance relationship(Smith, 2010). In spite of the fact that there are numerous parts of HRM Outcome as demonstrated before, be that as it may, this considers centers around one part of HRM Outcomes that is, employee retention. Observational examinations have focused not just on discovering why employees or workers desert organizations yet in addition taking a gander at those variables and angles that could altogether effect on

employees to stay in the organization and the advantages related withholding specialists. In the ongoing time, employee retention has risen as the center purpose of numerous looks into in the field of HRM, especially as a feature of ability the executive's programs in which a large number of the HR professionals have coordinated into the program.
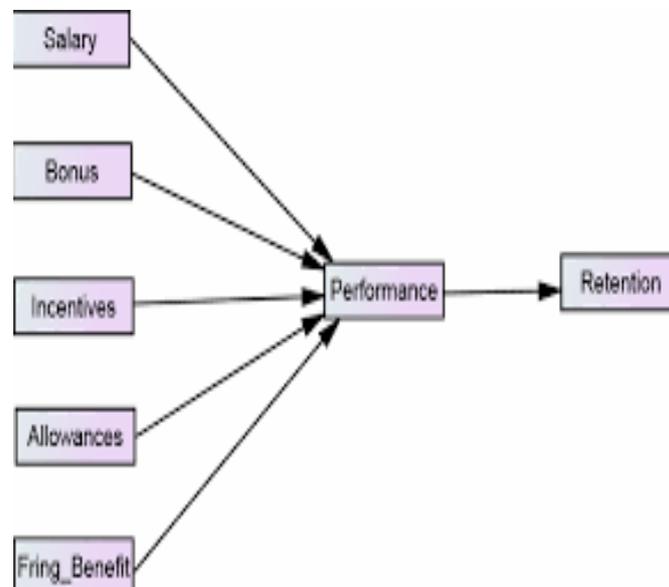
Figure 4 Employee retention

(Source: Ijs.academicdirect.org)

As commented by Bellmanna et al. (2014), in their investigations have seen that in spite of the rising significance of employee retention, just a couple of studies have inspected the idea. Most existing investigations will in general spotlight more on turnover than on retention, itself. To upgrade organizational performance and improve the connection between HRM practices and organizational performance, organization must create retention strategies, for example, prizes, self-rule, and picture. For this situation, they ought to be an incorporated arrangement of human asset capacities or advantages for location employee retention challenges. Appropriately, factors, for example, impetus, pay, competitive and reasonable wages and so on would urge or rouse employees to remain in organization for a longer time.

There are several definitions of employee retention but the definition put forward by Lindsey et al. (2015), is apt as they gave the apt description of how employees can be retained, what are the importance of employee retention and the challenges in retaining the employees.

2.10 Cause of Employee Retention Management

Parker (2016) on retention have characterized retention management as a clear and strategic procedure which begins with an examination of the reasons that employees link the organization. Moreover, studies demonstrated that it is driven by a few elements, which ought to be overseen compatibly: organizational structure and culture, pay and benefits philosophy, recruitment strategy, promotion schemes, employee support program, and career development system. In this way, careful career planning and growth and the more regular incentives and rewards, can be ground-breaking retention apparatuses. This ought to be viably tended to as a corporate-wide activity. Investigations of dynamic HRM practice in reward sharing, compensation and training have uncovered that it may prompt diminished turnover and nonattendance, better financial performance and better-quality work.

On the other hand, the decision of the employees to leave from an organization is once in a while because of a solitary occasion, for example, a profitable job, a promotion, or for financial reasons. Moreover, one such occasion may anyway fill in as an impetus, yet most employees leave in light of different elements the turnover drivers, for example, decreased work fulfillment, a strained workplace and better progression openings somewhere else. As turnover is a side effect of a bigger foundational issue, for example, incapable retention management, the management should comprehend what makes individuals concede to being loyal and productive. At that point they should design job, frameworks as well as the organization that help as opposed to repress it. Cultivating duty implies an understanding that individuals need a stake in their work, and that employees react when bosses focus on their necessities and include them (Harter et al., 2010). Hence, to complete quality retention programs, the HR management ought to decide the retention aspects applicable to every one of their sales team and after that emphasis procedures on these elements. For every sales team, data can be accumulated from present and previous employees on their view of why individuals leave or stay. The more engaged the investigation, the more engaged the prescriptive moves might be made. Employee studies are intended to concentrate on responsibility and retention factors. In this way, follow-up survey and exit interview with the former employee are being adjusted to yield increasingly exact, helpful data. Along with that, surveys, focus group, and interviews among existing employees give impression of the applicable variables and their significance. At last, it is supported that there might be an unmistakable edge in just doing the majority of the key things well. By giving a sensibly high

level of attention regarding the variables vital to employees, a solid organizational culture is made and maintained.

2.11 Factors effecting Employee Retention

This is impossible for every organization to be successful and even to sustain without best employees. Every organization needs to have skilled, talented, loyal and committed, and hardworking employees with full zeal to achieve the objectives and goals of the organization. Moreover, it is mandatory for Vodafone to retain their best and productive employees. In this way, employees who are associated with an organization for a wide duration are used to all the rules and regulations, system, policies, and work environment of the organization and thus take less time to learn new things and get to adjust (Johnson & Fahsholtz, 2010). Human resource manager is responsible for managing all aspects of an organization's reforming both current and future employees. Human resource department also comprises preparation of job descriptions, selection and recruitment, orientation, training and development, fixing salaries and wages, posting and publishing available jobs, etc. Along with that, the human resource management plays a crucial role in employee retention. Therefore, some of the roles of human resource management in the employee retention are listed below:

- ❖ If any employee resigns from an organization, then HR manager is responsible to explore the reasons for which employee is resigning. Every employee who leaves an organization required to give a valid reason for his/her resignation. Employee may have several reasons for his/ her resignation such as unsatisfactory salary, lack of career opportunities, poor relationship with the superiors, poor work environment, high work load and stress, long working hours, and so on. HR department can make a committee which helps an organization to recognize the various reasons of employee resignation.

- ❖ HR manager has to communicate and talk about the several issues with employees face to face in regular period to recognize the actual problems employees are facing and to understand employee point of view. So that more prominence can be provided on retaining the employees.

- ❖ HR manager tries to solve the employee problem by providing effective solutions because if employees leave, then hiring new and right candidates, and train them will be a difficult process for an organization. HR manager checks the record of all employees who have intention to leave. HR manager also identifies employees who are productive, have the potential and are really essential for the organization, so that

these employees can be retained. If employees leave and join the competitor's company, then it will cost a lot to the organization. Therefore, HR manager is required to take correct actions to retain its best talent before situation becomes unmanageable.

❖ HR manager ensures that he is recruited the right candidate and the selected candidate has located at the right place according to his specialization and interest. If the candidate will not find his job interesting and is of his area of specialization, then certainly he will look for a change (Yurchisin & Park, 2010). HR manager needs to focus more on recruitment and placement of the candidates, so that they will stay for longer period in an organization.

❖ Maximum employees work for money. Some employees may join at a lesser salary or salary below their expectations, but they may quit the organization whenever they get better opportunity. HR manager is responsible to see the market trends and ask for the employee's expectations regarding salary, so that justified and acceptable salary can be provided to the employees to retain them.

❖ If employees not find any HR practices which help them to perform and grow, then again employees may leave the organization. The human resource manager is responsible to organize various activities for the employees such as training programs which may help them to enhance their skills and knowledge and to learn something further apart from their regular work. HR manager is also responsible to motivate employees to participate in optional activities essential for their complete development. In this manner, employees will find their jobs more interesting and will remain in the organization.

❖ Every employee needs to get appreciated and recognized for her or his excellent performance. Moreover, the HR manager uses various motivational techniques such as performance-based incentive, cash prizes, certificate of excellence, promotion, recognition, job enrichment, free trips, etc. to appreciate the good performance of the employees and to motivate them to perform even better next time. Sometimes, HR manager also sends mails on employee's birthdays and anniversaries, and arrange a bunch for them as a small gift from the side of organization. This gives them a friendly atmosphere and provides them sense of belongingness which is necessary for the employees to feel safe and secure.

❖ HR manager is also responsible to monitor employee performance to confirm that whether they are enjoying their jobs or not. Sometimes, employees try to find a

change when their jobs have become uninteresting and do not provide any career development. In this case, HR manager may change the employee jobs through job rotation in order to retain them.

Basically, the aim of HRM is to increase the organizations productivity by enhancing the employee's contribution. In recent years, the role of HRM has improved considerably which need some essential revisions in human resource structures and positions. The continuous change in business conditions, leadership, and organizational structures has forced human resource department to modify its viewpoints on its function and role. Globalization, liberalization and privatization of the business operations have created many opportunities for employees and thus employee retention has become major challenge in front of the management (Sánchez-Manjavacas et al., 2014). Along with that, this organization now try to decentralize, and to mix their operations, and emerging cross-functional teams. At the moment, top management assumes HR to look elsewhere its traditional approaches and to look for more integrated and decentralized supportive role. In this way, it requires decentralizing the HR function as well as making it liable to specific line management. In addition, it maximizes the position of HR department and seen it as a crucial part of the business process, similar to finance, marketing, and production departments. However, Human Resource management of Vodafone is responsible to have integrated useful relationship in all parts where particular proficiency is required, for example selection, recruitment, training, compensation, and performance appraisal. Human resources department is also accountable for exploring, implementing, and recommending employee retention strategies. Employee retention practices may include promotion, incentives and bonuses, training programs, improved work environment, improved superior-subordinate relationship, flexible working hours, salary increment, etc.

2.12 Studies related to employee retention

Allen et al. (2010) clarified that training has the straight connection with the employee retention. Moreover, training supports the company to maximize the employee retention as well as reduce the employee turnover. In this way, when employees are new training procedure, they assume that the company is intense on them and should improve their occupation. He also thinks that the organization think about them so able and vital, that is the reason the employer is contributing on each employee. It prompts employee retention yet training isn't appropriate to hold employees. Moreover, support of question or coaching relating to managerial support's responsibilities in pertinence to job training of the employees.

As stated by Doh et al. (2011), the employees are a critical portion of the company since they are the person who deliver or make their services or products. In the event that every employee will hold in the company for wide time as well as it does not change rapidly so the company will be profited by this. Moreover, this is essential for employers to hold their employees and to do it they need to identify how the employee can stay in the company. As indicated by last examinations, many aspects are viewed as essential in retaining employees. In addition, the aspects that directly affect employee retention are work-life balance, work environment, and career opportunities. Employee will work all the more energetically on the off chance that they feel the management increases the value of retention. Moreover, assume if the employee took in a great deal in the training session yet with regards to apply it in profession, the manager or director proves next to no enthusiasm to help her or him, it will dishearten the employee. Consequently, the employee can't take advantage of training program. In the long run, this will prompt employee's dissatisfaction.

As stated by Cardy & Lengnick-Hall (2011), the outcome of their research demonstrated that workplace, salary, and compensation which are three aspects that influence the employee turnover and related with one another. Moreover, this investigation likewise faces several restrictions that included the resource constraints and time limitations. This investigation additionally discovered help for the individual factor with the employee turnover. In this way, the negative connection has been found for the benefits, workplace, and salary. Consequently, the management of the organization should concentrate on the most proficient method to diminish stresses in the salary plan and work environment.

Ridder et al. (2012) recognizes how the HR management practices, for example, appraisal and training, impact the employee, their aim to stay and their inspiration. As indicated by Ridder et al. (2012), training is the most vital aspect of the employee retention and motivation. Furthermore, he also found that reward ought to be those which constrain the employees to remain in a company as retention which is a crucial issue for an effectiveness of organization. Along with that, the organization to develop a decent manager as well as furthermore to get ahead. However, this is essential that they maintain their low turnover rate as well as he recognized that reward is the most imperative things to have employees retain and motivated for this reason.

Condrey & Ledvinka (2010) states that many companies across the globe allow the cost of high turnover rate. Moreover, cost of high turnover rate which is in the expenses system that

is needed in new training, and hiring process. Then again, cost of losing skilled employees is insupportable now and again that determine costly in the long-haul. Along with that, the researcher has broken down the primary aims for high turnover rate of the organization. Moreover, the key reasons as all things considered characterized as stuns. In addition, the reasons consist of transfers, mergers, change in marital status of employee, humiliations, dispute with superior, better job offer, diversification and rationalizing.

2.13 Conclusion

In 2019, the retention strategies of the employees have changed and evolved. Earlier there was not much importance was laid in context to retaining the employees but in today's time, the comfort and needs of the employees are kept in mind. This study talks about the exceptional thought for the retention of employees. Here, it is seen that for the retention of an employee, the workplace and pay are valuable instruments. Training can be an essential device for holding employees, yet it tends to be seen that the effect of training on the remuneration of an employee can be extremely critical for retention(Wilson, 2015). In this investigation, we see that these factors are decidedly identified with one another, and it implies that when training is given to the employees, it has a constructive outcome on employee pay bundles. At last, the employee is progressively happy with his present work and this will be exceptionally strong in holding employees for a more drawn out timeframe. The more drawn out retention of employee is a basic part for competitive advantage since when an employee is held for a more drawn out period, it will enhance the performance of the firm and furthermore help in upgrading the company's profitability.
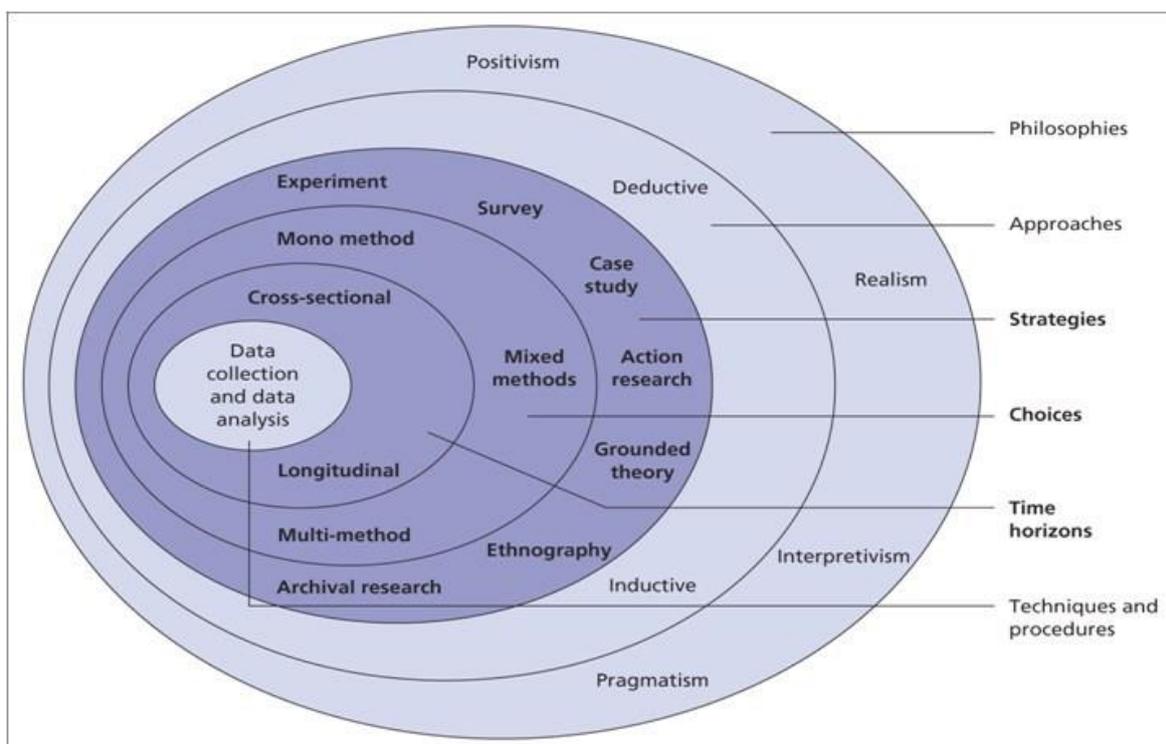
Chapter 3: Methodology

3.1 Introduction

The term research methodology empowers the researcher to keep up and gadget an activity plan which would direct him through various phases of his research. It is like constructing a structure wherein the engineer needs to discover the purposes behind utilizing the specific shape and size of the entryways and windows. Subsequently, research methodology adds numerous measurements to the research which backs out information gathering and examination so as to coax ends out of it(Hussain et al., 2013).

Research methodology is a deliberate methodology of finding a response to the issue that exists in the division. This section of the research is identified with uncovering the different strides of research did by the researcher so as to achieve an answer for the research issue. It implies that the researcher isn't just engaged with down to earth applications like estimation through different formulae yet the sensible utilization of various methods that change starting with one research then onto the next (Kumar, 2019). In this way, a similar methodology isn't pertinent to every one of the issues. For instance, in a portion of the researches inductive methodology is increasingly helpful while others utilize deductive methodology. A portion of the investigations depend on built up realities while others are coordinated towards discovering some new speculations. In both the cases, the research would go an altogether extraordinary way.

In spite of the fact that the above segment clarifies the utilization of research methodology alongside its application to the investigation, its essentialness could be comprehended in a more profound way. Here it is comprehended that the research methodology is an extremely huge and most fundamental component of the whole research process. It is to recognize that the researcher should work earnestly and in most proper and cautious way on constructing the area of research methodology. The significant prerequisite of research methodology is to legitimize with the setup of the whole direction to achieve the ideal end. Obviously designing the reasonable methodology can empower a researcher to take care of the research issue. It gives right heading to the researcher with the goal that the odds of mistakes could be limited. Above all, the researcher can improve the nature of the report. The effectively and fittingly picked research methodology helps in moving with right sort of methodology, and it additionally permits managing research goals and issue articulation (Robson, 2011). The chose research procedures could demonstrate the way to get the evaluated outcome, and productivity of the research could likewise be kept up.

3.2 Research Onion

Research Onion is a gainful model that has an anomalous condition of hugeness with the savvy satisfaction of the entire research process. It is a research model that is exceedingly valuable in picking the most fitting research technique. The research onion model clears up the arrangement of methodologies and systems that are available to the researcher. These research systems and techniques could be tremendously helpful in achieving the significant results and completes of the examination. It is to perceive that the research onion model gives low down data about the research strategy. Flick (2015) prescribes the various layers of the research strategy.

Figure 5 Research Onion

3.3 Research Design

The survey of the relevant writing exhibited in Review of Literature and brief presentation in the base for the research design and methodology displayed in this chapter. Research design considered for this investigation is overview. Study research is a standout amongst the most contributing territories of estimation in sociologies for the most part through thorough inspecting strategies, the usage of the design, the detail of the research issue, the examination

and translation of the information. A research design is "a vital system for activity that fills in as an extension between research questions and the execution or usage of the research".

Justification

In this paper researcher will apply the exploratory research design as this technique is the reasonable research design for the examination development. Along these lines, this design is fitting for investigating decision and answer for the point and seeing the issues and picking an ideal information gathering strategy just as the key purpose behind the research. In addition, this design is utilized for indicating change the researcher's particular learning.

3.4 Research Approach

Exploratory research approach is a methodical, target strategy for disclosure with experimental proof under thorough control. The control is accomplished by holding steady every one of the conditions aside from the wonder under examination for both the trial gathering and the control gathering. Research approach and research configuration is the blue print of the techniques that empower the researcher to test hypotheses.

Justification

A deductive sort of research approach will be utilized for this examination, The deductive approach start with the social reasoning that find convincing just as then check its belongings with information. The researcher looks at what different has finished, states ebb and flow hypotheses and after that checks speculations that create from those hypotheses for the preparation and improvement and execution of the business group . According to Nardi (2018), the deductive approach perceives the complete focus to gather the essential information the researcher uses this kind of research approach. Likewise, the quantitative research procedure is misused as the segment of this deductive approach by the specific genuine destinations to gather the information dimension of the researchers.

3.5 Research procedure

To guarantee ethics, agree to do the research was acquired from departmental heads of taking an interest associations. The employees were chosen and mentioned them to intentionally partake in the research by finishing the questionnaires. The questionnaires were given to members face to face and furthermore through the company's inward mail framework together with a covering letter clarifying the reason for the investigation. The letter expressed

the secrecy of the research venture and furthermore expressed that all data would be utilized for research purposes as it were. All questionnaires which were addressed secretly were gotten from all members. The members were likewise educated that they could intentionally expel themselves from the investigation at any stage. Further finished questionnaires were come back to the researcher face to face and furthermore by means of the outside mail framework. The secrecy of the members was kept up through the research procedure. Inferable from the conceivably touchy nature of the examination, the information gathering strategy utilized appeared to be proper, as the members could finish the survey namelessly. It was accepted this could help with getting legit answers from the members, as they didn't need to incorporate their name and contact subtleties, albeit educated agree must be given so as to finish the poll (Saks & Allsop 2012).

3.6 Methods of Data Collection

The researcher collected both the primary data for the purpose of the study. Primary data was collected with a well-designed questionnaire. The data collection accumulates the fundamental data for the examination concentrate to jump on to a finish of the business choices. There are basically two kinds of data that are required by an examination ponder. Data Collection Technique is furthermore another basic bit of any examination that includes subjective and quantitative strategies (Meyers, Gamst & Guarino, 2016).

Justification

In this paper the researcher will utilized the essential data by the study techniques which is significant for the quantitative research. The researcher has similarly accumulated data about components and parameters affecting representative execution from various discretionary sources. Considering larger piece of above data, recommendations and appraisals the researcher has distinguished various factors and parameters/points of view which are significant for preparing and advancement of the business staffs at Vodafone in UK.

3.7 Data Analysis Method

To gather information, a well-planned demographical survey was utilized to get information on sexual orientation, age, race, conjugal status and employment level gathering factors. The instruments utilized were the Training and Development scale created by many researcher. It is a Multi-factorial measure for surveying person's observation towards Training and Development given by the associations. Worker Empowerment scale created by few researcher was utilized to gauge the members' dimension of strengthening in the association

on a 5 - point Likert type scale with respect to the accompanying strengthening factors: Autonomy, Participation, Responsibility . Preparing and improvement and Employee strengthening scales estimates the free factors of this examination. The needy variable of this examination is Job Embedded-ness. Employment installedness scale was created by many author. It was utilized to gauge the members' dimension of strengthening in the association on a 5 - point Likert-type scale.

3.8 Sampling Method

With the end goal of collection of the data the analyst has utilized Probability sampling strategy. It has been very much opined by Hakim (2012) that the probability system depends on each unit of the populace that are chosen as the example for the exploration think about. Despite what might be expected, the blunder in sampling is moderately high in this specific strategy influencing the consequence of the examination fundamentally. According to the Probability sampling strategy, the scientist has chosen 100 lower and center dimension sales staffs aimlessly at the Vodafone in United Kingdom.

3.9 Sample Size

The sampling method utilized was subject to the eagerness and accessibility of the members for this investigation. An underlying Likelihood test was drawn from the whole populace of 498 lower and center dimension deals staff in the organizations picked. 100 reacted was chosen from the whole group for the survey. The last sample that intentionally took an interest in the investigation yielded a reaction rate of 98%.

3.10 Research Ethics

During the time spent research and data collection it is important to clarify the means the researcher had taken to treat the research members with consideration, affectability and regard for their status has individuals. Moral issues by their very nature are unpredictable, and individuals have real contrasts of sentiment about the way in which they ought to be tended to.

The researcher consented to all the moral standards of research and all around explicitly clung to the accompanying ethics (Christensen et al., 2011).

- To get rid of the ambiguity with respect to the reason for the research the point and targets of the research was clarified in detail.
- Respondents assent had been looked for.

- Each question was rehashed to influence them to comprehend in the language they get it.

- Privacy was kept up among the respondents while posing inquiries.

- Identity of the respondents has not been uncovered to anyone.

- The interview was led in a charming and loosening up environment with adequate protection.

3.11 Limitations of the study

It is consistent with feature that each research has its own limitations whether it is being directed in any region of studies including sociologies. It may be on the grounds that researcher couldn't in any way, shape or form bring the entire viewpoint of a specific zone in one fine examination (Wahyuni, 2012). In this way, stress research itself is a learning procedure by which researcher attempts to demonstrate numerous reasonable and methodological issues relating to his/her research work. Henceforth, as different researches the present research attempt likewise experiences a portion of the limitations, which are counted beneath:

- The present research was led on a littler sample of sales worker working in various Vodafone workplaces in UK, which is restricted in size, further research can be directed on bigger sample including sales staffs from various branches and areas.

- A comprehensive research can be arranged and directed on sales staff of various classes and channels.

- This sort of study can likewise be led on retail outlets of Vodafone in UK.

- A correlation of sales staff of country urban foundation, diverse age gatherings, financial status and length of employment can likewise be made in such manner.

- Studies in any case religion, cast and statements of faith on wedded and unmarried, male and female, sales staffs which is by all accounts a dismissed zone of research can likewise be done.

- Further, this sort of research can likewise be directed on occupation fulfilment, burnout, work responsibility, work contribution, work inspiration and nature of work life measurements.
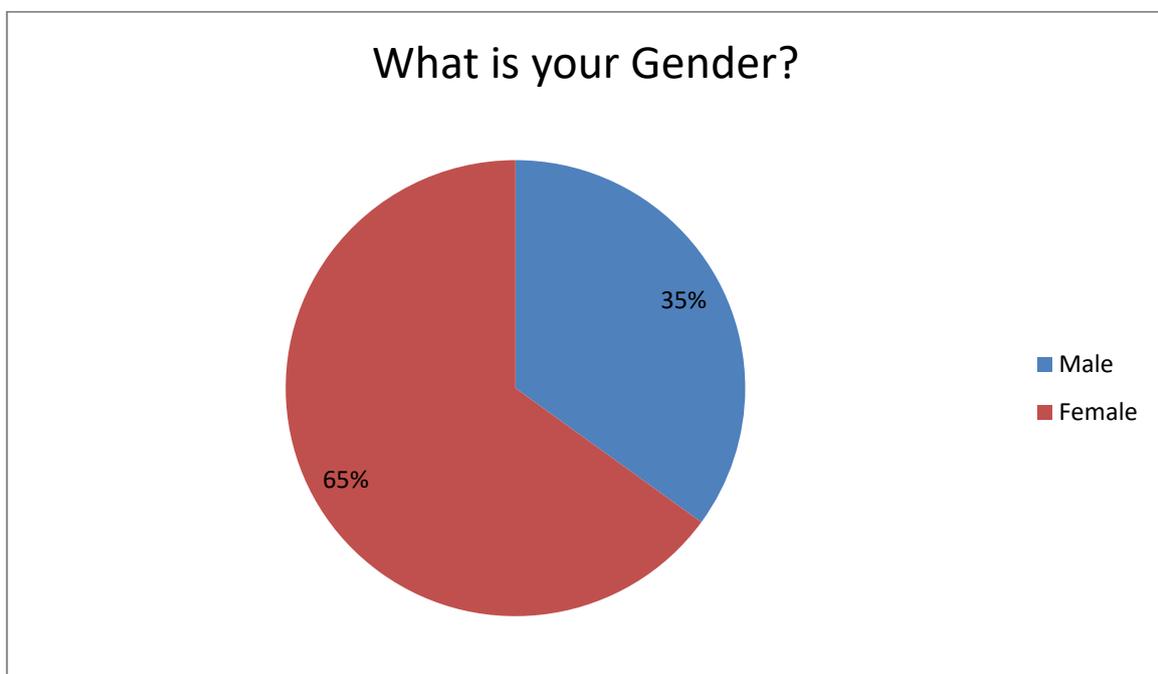
Chapter 4: Data Analysis

Quantitative Analysis

1.What is your Gender?

Table 1 various respondents

Respondents	Variables	Percentage
Male	35	35
Female	65	65

Figure 6 Gender

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on gender orientation of the respondents. It is very clear from the above-mentioned diagram that there are a total of 35 male respondents whereas the female respondents constitute more from those of the male respondents making it be 65 in number. Later in the third column, it shows the percentage division of the respective respondents. It shows that the female respondent's percentage is on

the higher side than those of the males who constitute only 35% of the total respondents. The female respondent's percentage has emerged to be of 65 %. It can be understood in a better way by the diagrammatic representation of the data chart in the form of a pie diagram. In which it shows that the first quarter reflects the total percentage of the female respondents whereas the second quarter represents the male respondent's percentage.

2. What is your educational qualification?

Table 2 eductional qulaification

Respondents	Variables	Percentage
Matriculation	20	20
Under- Graduate	10	10
Graduate	40	40
Post- Graduate	20	20
Doctorate	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on education qualification. It is very much evident from the above table that matriculation respondents resemble 20%, under-graduate resembles 10%, graduate resembles 40%, post-graduate resembles 20% and doctorate resembles 10%. It can be understood in an efficient way through the representation of bar diagram.
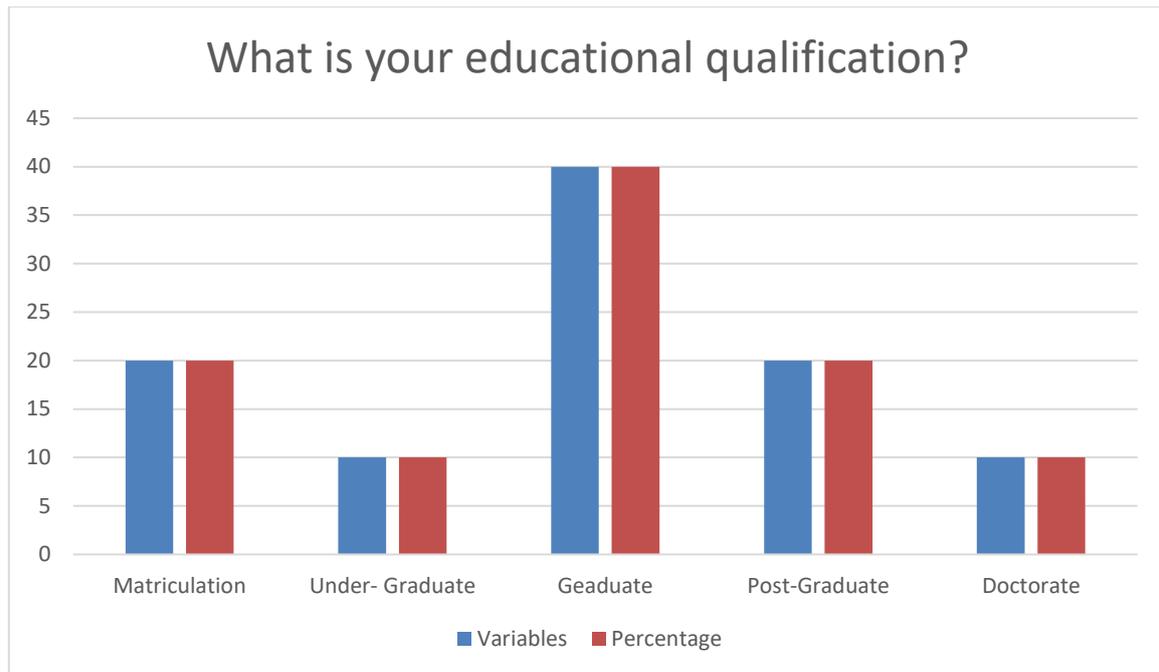
Figure 7 educational qualification

3. **What is your monthly income?**

Table 3 monthly income

Monthly Salary (Rupees)	Number of Respondents	Percentage
Below $2000	30	30
$2000-$5000	20	20
$5000-$7000	25	25
Above $7000	25	25

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on the monthly income of the population. It is quite evident from the chart that the monthly income the respondents with below $2000 is 30. The respondents with $2000-$5000 is 20. The respondents with monthly income $5000-$7000 is 25. The respondents above $7000 is 25. The percentage of the respondents in context to0 the monthly salary is 30%, 20%, followed by 25% and then 25%.
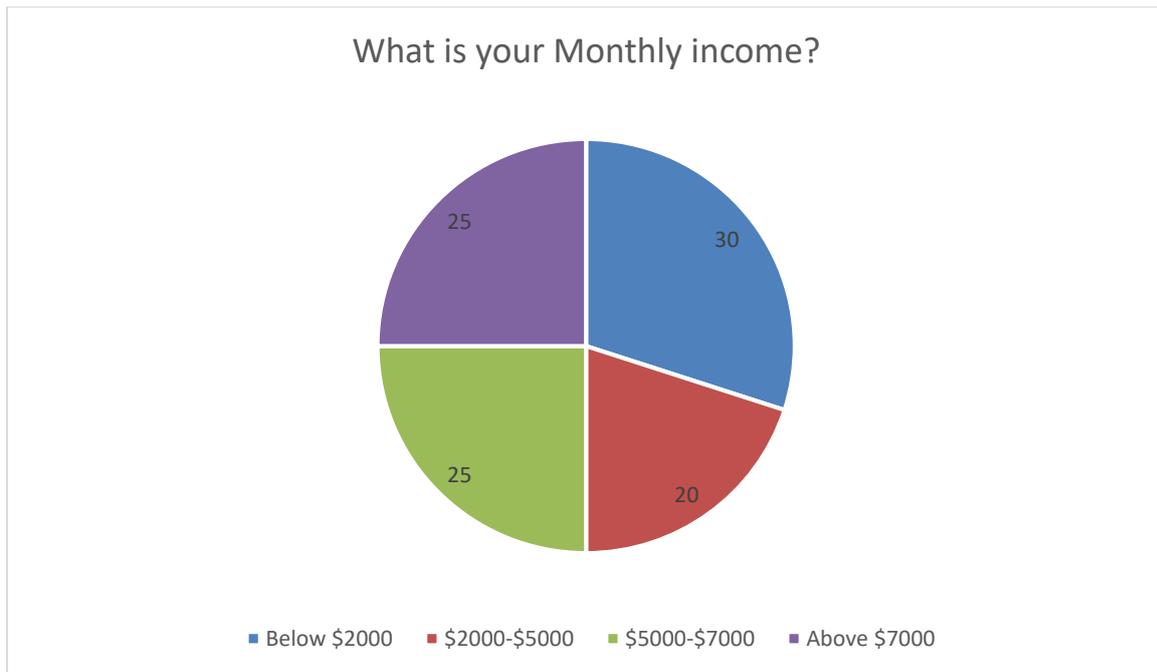
Figure 8 monthly income

4. Since how many years have you been working with your organization?

Table 4 been working with vodafone

Respondent	Variables	Percentage
0-5 years	15	15
5-10 years	31	31
10-15 Years	24	24
More than 15 years	30	30

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on the working years in an organization. Among the respondents the percentage of respondents with 0-5 years were 15%, 5-10 Years were 31%, the respondent with 10-15 years were 24% and respondents with more the 15 years were 30%. Being constant in an organization requires that the organization enables good employee retention strategy. An effective employee retention strategy can help individual stay in the same organization for a long term. In this case the employees with more

than 15 years were highest with 30%. This is because the organization has implemented good employee retention strategies. However, it was seen that 31% of population have been working sinjce 5-10 years.
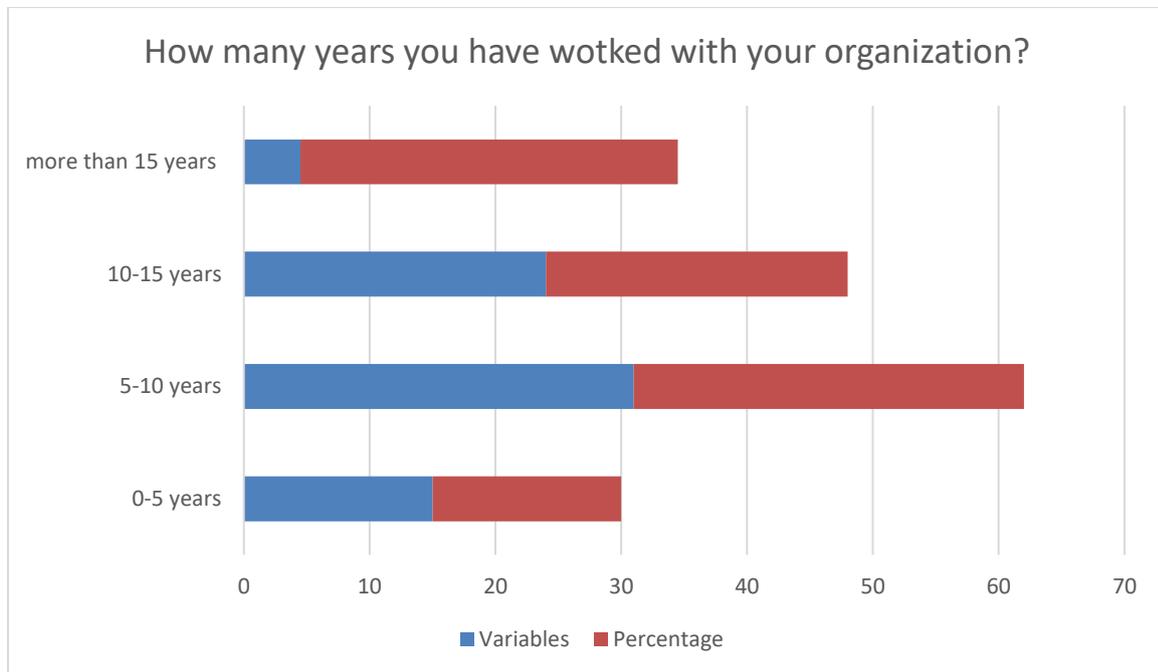
Figure 9 been working with vodafone

5. Does training program enable the employees to be accountable and authoritative in making decision?

Table 5training program

Respondent	Variables	Percentage
Strongly agree	11	11
Agree	55	55
Neutral	29	29
Disagree	2	2
Strongly disagree	3	3

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below

format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on that do training programs enables employees to be accountable and authoritative in making decision. It has been seen that 55% of respondents agree to this fact and 2% of respondents disagreed to this fact. The respondents who strongly agreed to this fact were 11% whereas the respondents who were neutral were 29%. The respondents who strongly disagreed to this fact were 3%. Decision making is a very important attribute that every employee needs to adhere. So training programs can definitely be subjected to induce the performance rate of the employees. However, it can be seen that 55 percentage of the respondents have agreed to the fact that training programs are imparted to make them, better and work effectively.
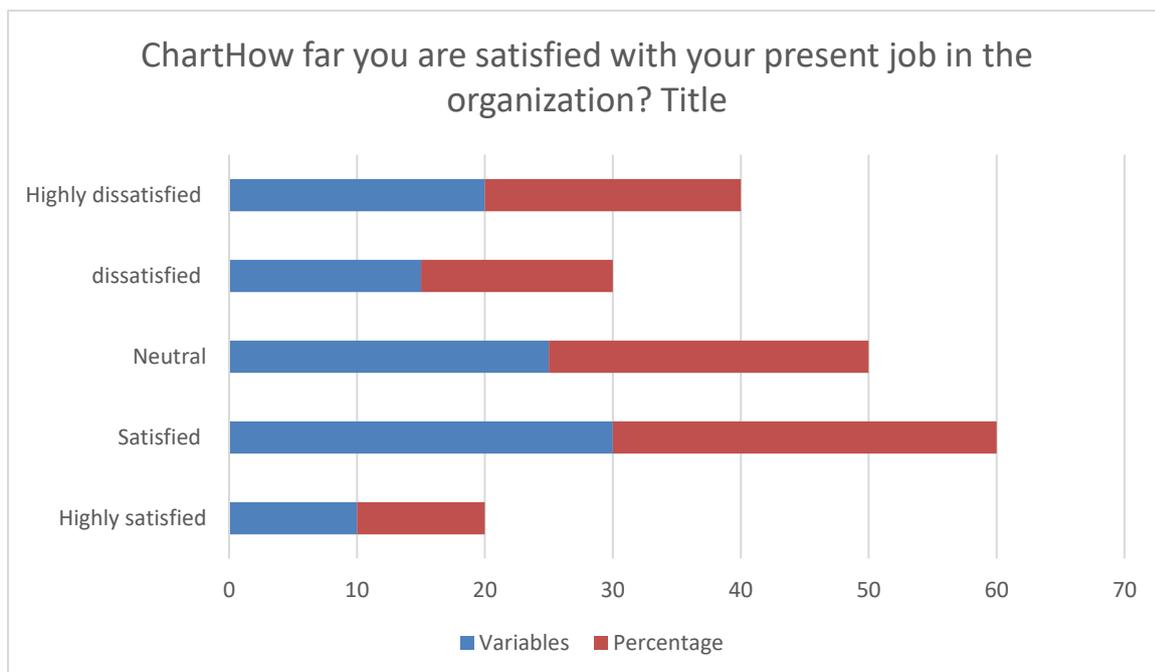

Figure 10 training program

6. How far you are satisfied with your present job in the organization?

Table 6 satisfication of employees

Respondent	Variables	Percentage
Highly satisfied	10	10
Satisfied	30	30
Neutral	25	25
Dissatisfied	15	15

Highly dissatisfied	20	20

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this above-mentioned chart the researcher shows a total of 100 respondents on which the study has been conducted under the question based on satisfaction in context to the present job. It is evident from the finding that 30% of the respondents are satisfied with their current job and 20 % of the respondents were dissatisfied with their current job. 10% of the respondents were highly satisfied in context to their job. The respondents who were neutral were accounted up to 25%. 15 % of the respondents were dissatisfied in context to their present job. However 30% of the respondents were satisfied with their current job profile.


Figure 11 satisfication of employees

7. Can training program help to increase the productivity of both quality and quantity?

Table 7 training program for quality and quantity

Respondent	Variables	Percentage
Highly satisfied	11	11
Satisfied	55	55

Neutral	29	29
Dissatisfied	2	2
Highly dissatisfied	3	3

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the training programs can enable to increase the productivity in terms of quantity and quality. The productivity in work can be adhered if training programs are provided to the employees. The training programs can enable them to develop their skills which will entail productivity in the organization. The reaction of the respondents related that the percentage of satisfied respondents were 55% whereas 3% 0of the respondents were highly dissatisfied. 11 % of the respondents were highly satisfied whereas 2% of the respondents were dissatisfied. 29% of the population were neutral in this case. However, it was believed by 55% of respondents that training programs can help to develop them procure effective results.
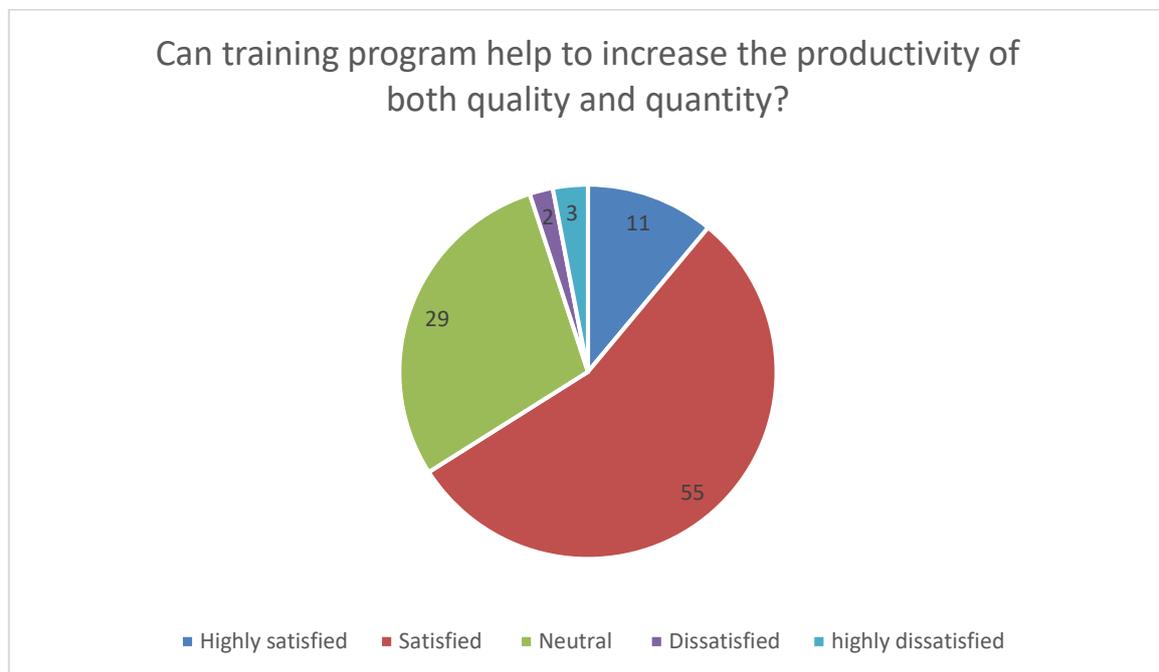

Figure 12 training program for quality and quantity

8. In your company, the manpower requirements of each department are identified well in advance?

<div align="center">

Table 8 manpower requirements

</div>

Respondent	Variables	Percentage
Highly satisfied	12	12
Satisfied	50	50
Neutral	20	20
Dissatisfied	7	7
Highly dissatisfied	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the manpower requirements of each department are identified well in advance. Requirement of manpower is a vital attribute and it should be looked in beforehand so no discrepancies adhere in future. The reaction of the respondents related that the percentage of satisfied respondents were 50% whereas 10% 0of the respondents were highly dissatisfied. 12 % of the respondents were highly satisfied whereas 7% of the respondents were dissatisfied. 20% of the population were neutral in this case.
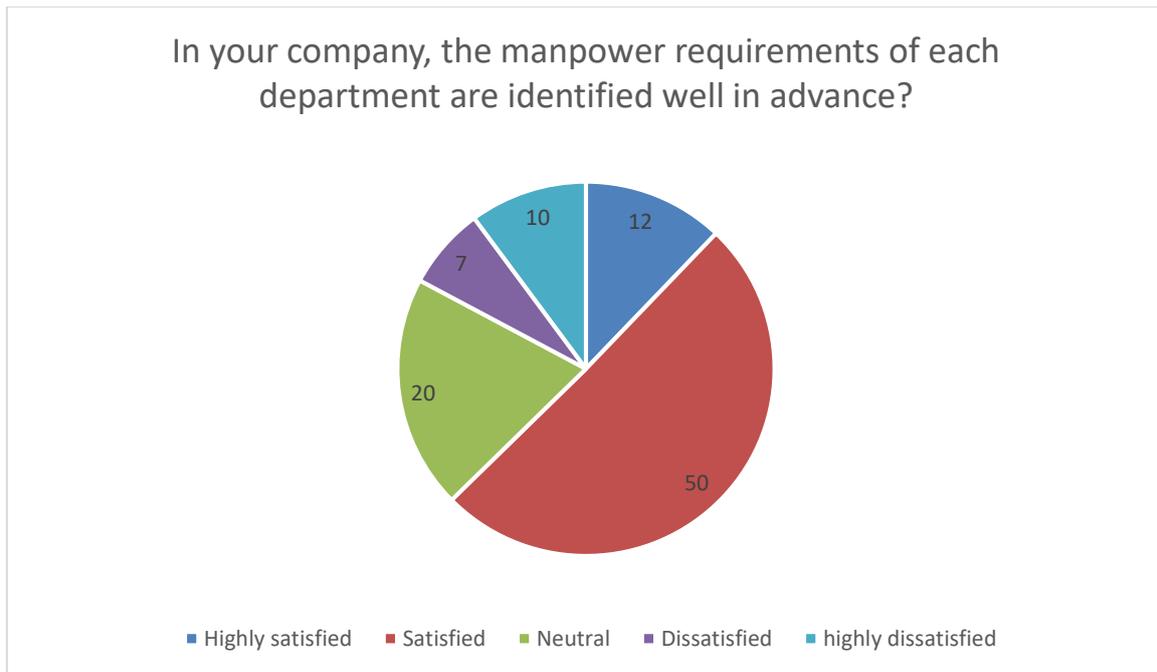
Figure 13 manpower requirements

9. Does your organization emphasizes and provides for the required training and development of its employees for better employee retention?

Table 9 traning and development

Respondent	Variables	Percentage
Highly satisfied	25	25
Satisfied	40	40
Neutral	10	10
Dissatisfied	15	15
Highly dissatisfied	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the organization emphasizes and provides for the required training and development of its employees for better employee retention. The reaction of the respondents related that the percentage of satisfied respondents were 40% whereas 10% 0of the respondents were highly dissatisfied. 25% of the respondents were highly satisfied whereas 15% of the respondents were dissatisfied. 10% of the population

were neutral in this case. In this case it has been seen that the highest amount of respondents adhered in context to 40% means that they were satisfied with the organization

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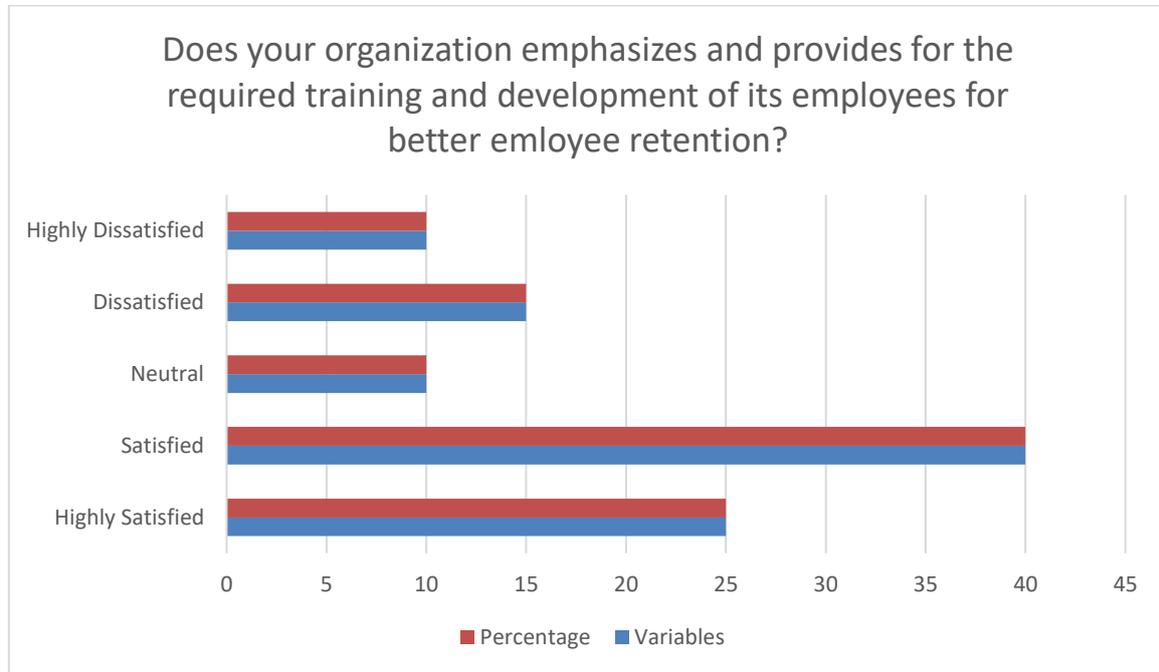
Figure 14 training and development

10. Does your employees finds the training provided to them is relevant to their job?

Table 10 relevant to their jobs

Respondent	Variables	Percentage
Highly satisfied	10	10
Satisfied	30	30
Neutral	40	40
Dissatisfied	10	10
Highly dissatisfied	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the employees find the training provided to them is relevant to their job. The reaction of the respondents related that the percentage of

satisfied respondents were 30% whereas 10% of the respondents were highly dissatisfied. 10% of the respondents were highly satisfied whereas 10% of the respondents were dissatisfied. 40% of the population were neutral in this case.

Figure 15relevant to their jobs

11. Are your employees satisfied with the Quality of training received so far in the organization?

Table 11 are they satisfied

Respondent	Variables	Percentage
Highly satisfied	25	25
Satisfied	30	30
Neutral	15	15
Dissatisfied	20	20
Highly dissatisfied	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below

format. In this case the respondents were asked if theemployees satisfied with the Quality of training received so far in the organization. The reaction of the respondents related that the percentage of satisfied respondents were 30% whereas 10% of the respondents were highly dissatisfied. 25 % of the respondents were highly satisfied whereas 25% of the respondents were dissatisfied. 15% of the population were neutral in this case. In this context it had been evident that the number of respondents were the highest in regard to satisfied respondents.

**Figure 16 are they satisfied**

12. Does the organization systematically contributes to its employees educational and professional development?

Table 12 employees education and professional development

Respondent	Variables	Percentage
Highly satisfied	5	5
Satisfied	10	10
Neutral	30	30
Dissatisfied	40	40
Highly dissatisfied	15	15

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if theorganization systematically contributes to its employees educational and professional development. The reaction of the respondents related that the percentage of satisfied respondents were 10% whereas 15% of the respondents were highly dissatisfied. 5 % of the respondents were highly satisfied whereas 40% of the respondents were dissatisfied. 30% of the population were neutral in this case. In this regard it has been evident that the highest number of respondents were dissatisfied with 40%.
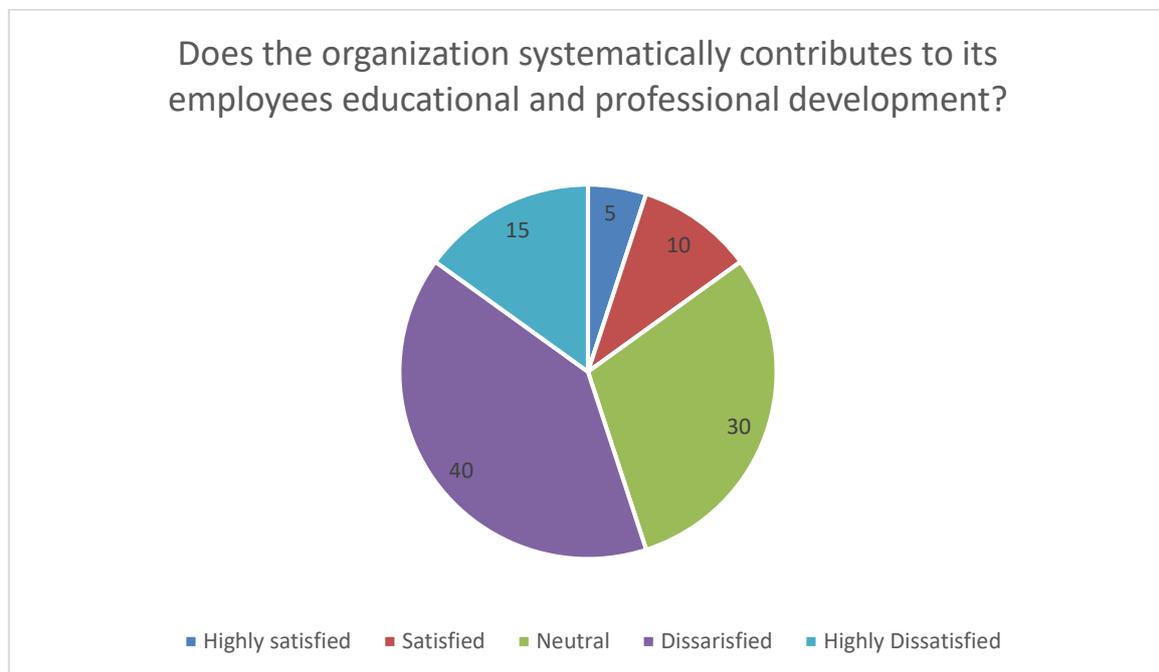
Figure 17 employees education and professional development

13. Do frequent Training and Development programs help retain the employees?

Table 13 T&D programs

Respondent	Variables	Percentage
Highly satisfied	11	11
Satisfied	55	55
Neutral	29	29

| Dissatisfied | 2 | 2 |
| Highly dissatisfied | 3 | 3 |

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if Do Frequent Training and Development programs help retain the employees. The reaction of the respondents related that the percentage of satisfied respondents were 55% whereas 3% of the respondents were highly dissatisfied. 11% of the respondents were highly satisfied whereas 7% of the respondents were dissatisfied. 29% of the population were neutral in this case. In this context it has been evident that 55% of respondents had been satisfied with the fact that training and development adhered by the organization motivates them to work effectively.
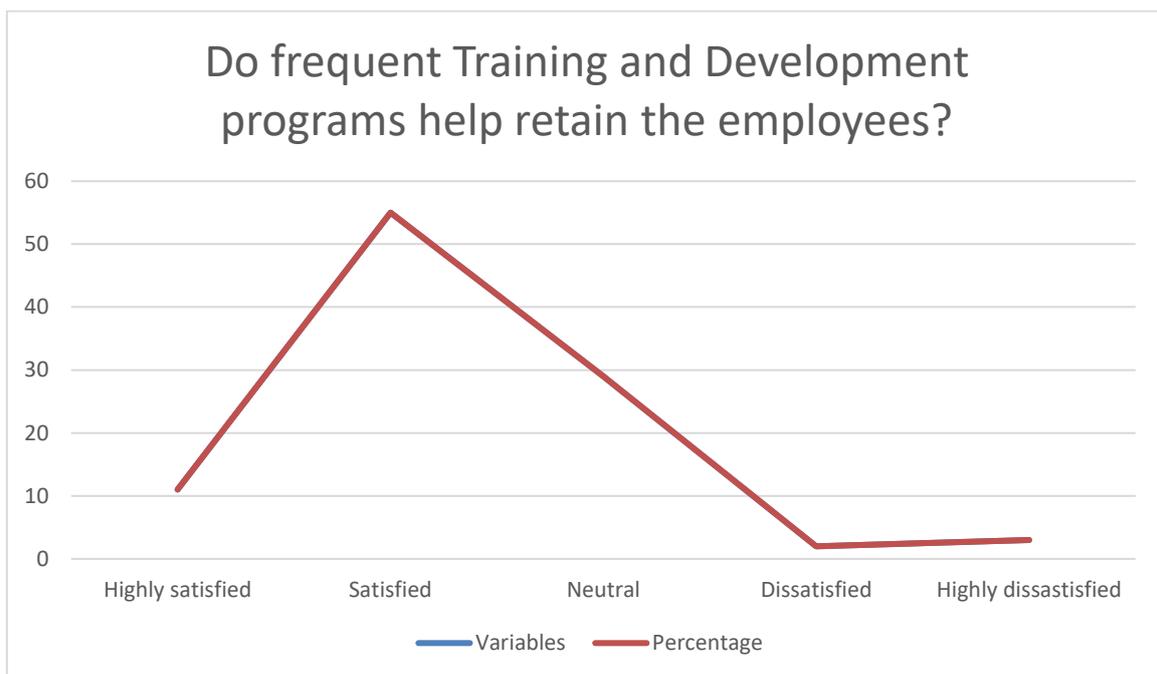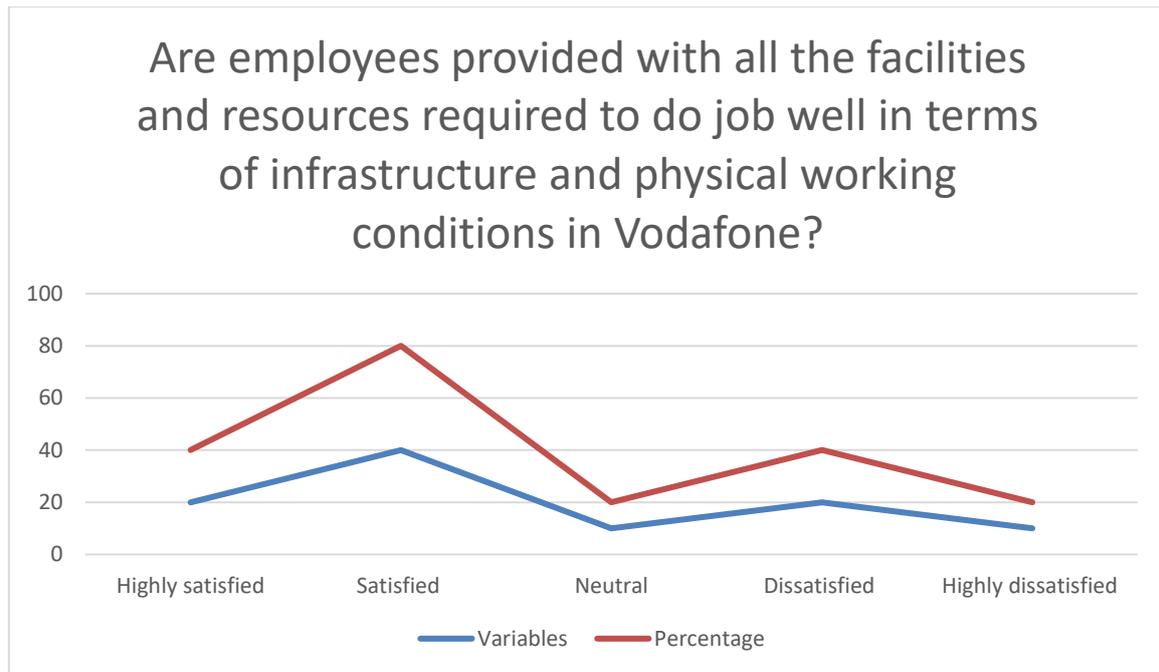

Figure 18 T&D programs

14. Are employees provided with all the facilities and resources required to do job well in terms of infrastructure and physical working conditions in Vodafone?

Table 14 working conditions in vodafone

Respondent	Variables	Percentage
Highly satisfied	20	20
Satisfied	40	40
Neutral	10	10
Dissatisfied	20	20
Highly dissatisfied	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if the employees are provided with all the facilities and resources required to do job well in terms of infrastructure and physical working conditions in Vodafone. The reaction of the respondents related that the percentage of satisfied respondents were 40% whereas 10% of the respondents were highly dissatisfied. 20 % of the respondents were highly satisfied whereas 20% of the respondents were dissatisfied. 10% of the population were neutral in this case.

Figure 19 working conditions in vodafone

15. Do you think training and development program increase the efficiency in retaining the employees?

Table 15 T&D program for employees

Respondent	Variables	Percentage
Yes	80	80
No	20	20

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if thetraining and development program increase the efficiency in employees. The reaction of the respondents related that the percentage imparted that 80% of the respondents believed in the fact that training and development increases the efficiency in retaining the employees. If the employees are given proper training then they can conduct their given work in an effective manner, this will also help to increases the productivity ad effectivity of the organization. 20% of the respondents thought that training and development does not increase the efficiency of the organization.

Do you think training and development program increase the efficiency in retaining the employees?

20

80

■ Yes ■ No
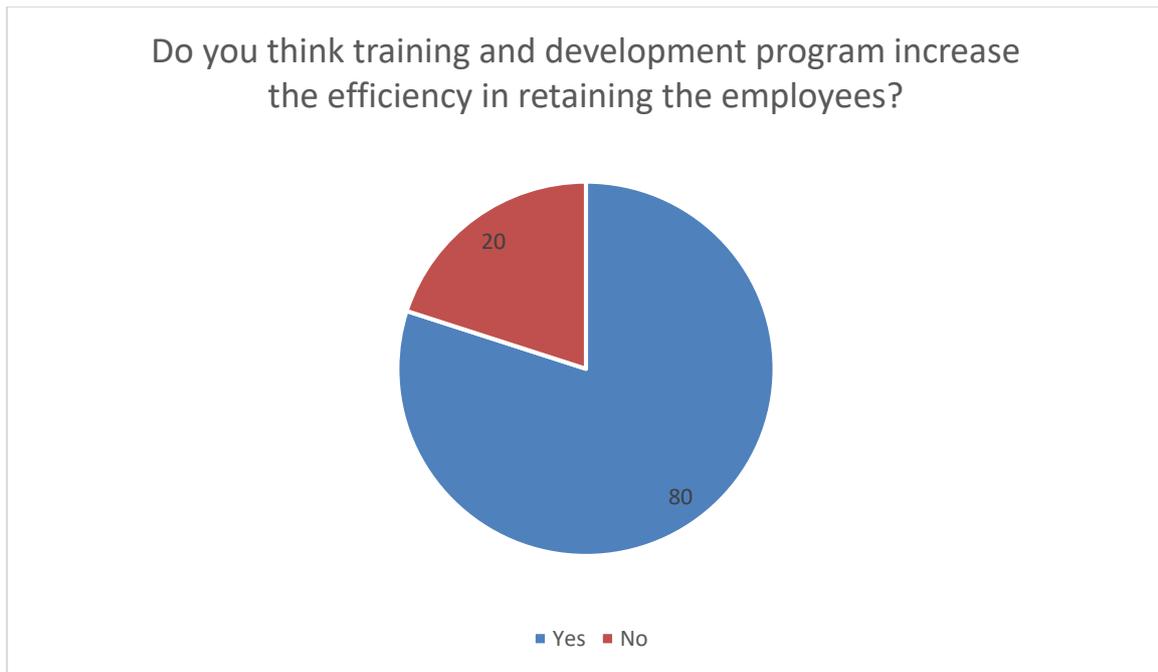
Figure 20 T&D program for employees

16. Is your career growth based on various training program that you attended?

Table 16 career growth based on T&D

Respondent	Variables	Percentage
Yes	80	80
No	10	10
Sometimes	10	10

The researcher took 100 respondents to impart in this study. The respondents were chosen so that the data obtained can help the ongoing results of the research. To ensure that the results obtained are correct the reality of the data has been checked and then presented in the below format. In this case the respondents were asked if their career growth was based in context to the various training program that were attended by them. In this case, 80% of the respondents believed that they were helped by the training programs that they have attended. They believed that their growth in context to their career had been polished and developed by the training programs that they attended. By attending the programs, they understood and developed several things that were unknown to them. Hence, they believed that knowledge was deciphered to them by attending the training programs. 10% of the respondents stated that their career growth was not entailed by the training programs they attended. 10% of the

respondents reacted to the fact that it was only sometimes that they were helped by the training programs they attended.
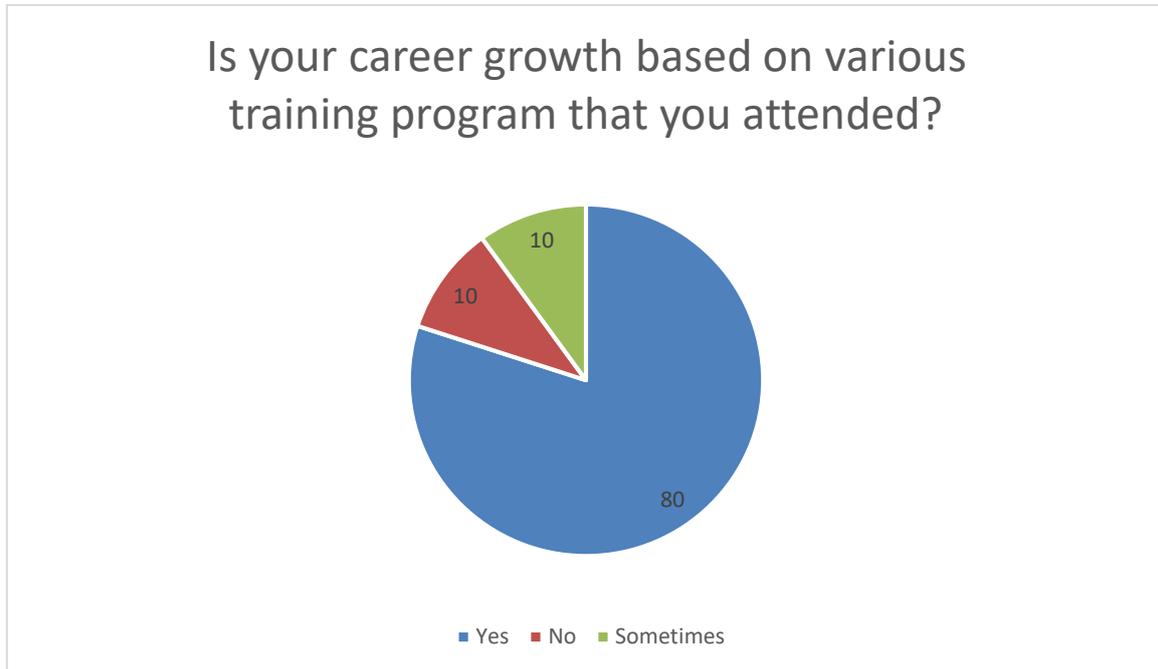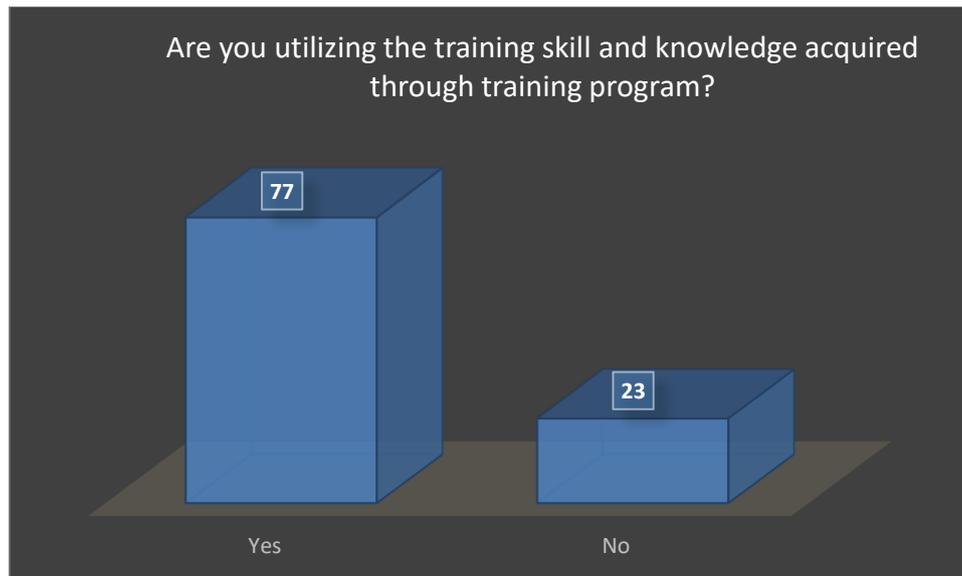

Figure 21 career growth based on T&D

17. Are you utilizing the training skill and knowledge acquired through training program?

Table 17 skill and knowledge required

Respondents	Variable	Percentage
Yes	77	77%
No	23	23%

Figure 22 skill and knowledge required

Above mentioned chart and table reflects the facts about the utilization of training skills and knowledge acquired through training program. Researcher has recognized an effective results regarding the research question by this survey question. In this part 77% of overall respondents selected the first option as "YES". It means they supported that they utilized the training skills and knowledge acquired through training program. Another 23% of overall respondents selected the 2nd option as "NO" as they were not agree with the mentioned fact. Those respondents gave the clear idea that they every time do not utilized the training skills and knowledge acquired through training program. According to the survey it results that most of the people supported that training skills and knowledge could be utilized properly acquired through training program to achieve an effective result in carrier.

18. Are you satisfied with the effectiveness of training program?

Table 18 effectiveness of T&D

Respondents	Variable	Percentage
Strongly Agree	67	67%
Agree	17	17%
Disagree	9	9%

Strongly Disagree	7	7%

Figure 23effectiveness of T&D

Above mentioned chart and table explains the satisfaction about the effectiveness of training program. Researcher has recognized an effective results regarding the research question by this survey question. In this part 67% of overall respondents selected the first option as "Strongly Agree". It means they supported that they are satisfied with the effectiveness of the training program. Another 17% of overall respondents selected the 2nd option as "Agree" as they were also agree with the mentioned fact. Those respondents gave the clear idea that they realized the training program is every time effective for the employee. Besides that another 9% respondents selected the 3rd option as "Disagree" and 7% of the overall respondents selected the fourth option strongly disagree. Those people did not support the fact. According to the response all time training programs are not effective. According to the survey, it is clarified that most of the peoples are satisfied with the provided training and its effectiveness.

19. Do you feel training program is compulsory for employees?

Table 19 T&D is compulsory for employees

Respondents	Variable	Percentage
Yes	77	77%
No	13	13%

Can't Say	10	10%

Figure 24 T&D is compulsory for employees

Above mentioned chart and table identified the requirement and necessity of training program. Researcher has recognized an effective results regarding the research question by this survey question. In this part 77% of overall respondents selected the first option as "Yes". It means they supported that training program is compulsory for all employees. Another 13% of overall respondents selected the 2nd option as "No" as they were not agree with the mentioned fact. Those respondents gave the clear idea that training program is not required every time and for all the employees. Besides that another 10% respondents selected the 3rd option as "Can't say" and. According to the response of those people training programs may be compulsory for the employee or may not be. They did not gave a proper clarification regarding this. According to the survey, it is clarified that most of the peoples are aware about the requirement and necessity of training program for employees for an organization and they wants that type of program which helps them in their carrier.

20. Do you agree that your organization considers training as a part of organizational strategy?

Table 20 organizational strategy

Respondents	Variable	Percentage
Strongly Agree	57	57%
Agree	24	24%
Disagree	6	6%
Strongly Disagree	4	4%
Neutral	9	9%

Figure 25 organizational strategy

Above mentioned chart and table identified the consideration and acceptance of the training program from the employer points of view. Researcher has recognized an effective results through the research question by this survey question. In this part 57% of overall respondents selected the first option as "Strongly Agree". It means they supported that their company really consider the training program as a part of the organizational strategy for all employees. Another 24% of overall respondents selected the 2nd option as "Agree" as they were also agree

with the mentioned fact. Those respondents gave the clear idea that training program is not only required every time and for all the employees also it is a part of the organizational strategy. Besides that another 6% respondents selected the 3rd option as "Disagree" and other 4% respondents selected the fourth option as "Strongly Disagree". According to the response they do not think that their organization believe in training program and do not have any consideration regarding the training program as organizational strategy. Other 9 % people selected the last option as "Neutral". According to the response of those people no proper clarification has been clarified regarding this question. This survey clearly recognized that most of the peoples are aware about the requirement and necessity of training program and the employer also consider this program as an organizational strategy which is effective for the employee performance.

Chapter 5: Conclusion and Recommendation

5.1 Conclusion

The training and development program is the boosts of the employees who need to improve their potential and performance which will thusly increase the effectiveness of the organization. This research inspects the assessment structure of the effect of training and development and employee's work-related frame of mind towards training and development in Vodafone. Moreover, the findings likewise uncover that the effect of the training and development program has a positive association with the dimension of organizational commitment, job involvement, and job satisfaction of the sales team in the Vodafone (Anis et al., 2011). The most remarkable aspect of training and development is the better authoritative presentation of the sales team. It is on the grounds that, through training and development, the steady loss rate will be low that will consequence in higher efficiency which all would inspire the sales team to perform eagerly. In this way, employees will utilize their new skill and knowledge in all that they configure, develop, and serve. In addition, training and development are a fundamental component of Vodafone if the esteem and capability of its sales team are to be tackled and developed.

The most significant issues in the Vodafone are employee attrition and turnover. Moreover, employee retention to a huge degree relies upon organizational commitment and job satisfaction. At the point when employees are content with their occupations, they are resolved to remain with the company and are reluctant to exit from their present place of employment as well as enhanced commitment will likewise build their proficiency. However, to build the organizational commitment and job satisfaction, the remuneration and managerial support assume the basic job, by way of the outcomes demonstrate that these two are centre factors in expanding commitment of sales team in Vodafone. This thus acquires the positive frame of mind towards the work the job involvement of employees(Elnaga & Imran, 2013). Vodafone is affected by the degree and nature of staff training and development. In the present business environment, where all enterprises are encountering staff and aptitudes deficiency, organizations face a rigid external and internal challenge for quality employees. Vodafone put genuinely in the region of training and development to receive the rewards of an improved workplace with a higher amount of staff retention and enhanced performance and productivity. In this way, from this study, it is demonstrated that the training and development in Vodafone create positive attitudinal results for the employee's complete development for the organization too.

In light of the empirical findings, this was demonstrated that there is a measurably noteworthy connection between generally speaking training and development and authoritative employment embeddedness. Additionally, it was given that there is a measurably noteworthy connection between in general worker strengthening and authoritative employment embeddedness. Furthermore, it was additionally demonstrated there are statistically remarkable contrasts between the demographical factors, community links and organizational links as to in general training and development, Job embeddedness, and employee empowerment (Cloutier et al., 2015). In conclusion, it was likewise demonstrated there are measurably huge contrasts between the demographical factors, community link, and organizational link concerning employee goal to remain or leave the present association.

The findings of the literature survey and the empirical examination came about to new expansion to the field of organizational and Industrial Psychology, with a specific spotlight on understanding practices that make worker's stay longer with the associations. Moreover, the literature review gave new forthcoming into the conceptualization of the builds with pertinence to the investigation training and development, job embeddedness, and employee empowerment, the potential connections among these differences and the contrasts between demographical groups regarding these develop and furthermore contrasts with regard to worker plan to stay or leave the organization.

On the other hand, the conclusion got from the literature review would support specialists working in the field of Career Psychology. Furthermore, the hypothetical connection between training and development and authoritative job embeddedness, the hypothetical connection between organizational job embeddedness and employee empowerment factors should be contemplated, since the findings have encouraged new knowledge into the retention practice and maintenance in the sales operation area of Vodafone. The findings of this examination may give some suggestion to the current findings.

Professionals embracing the instruments incorporated into this investigation need to ensure the reliability and validity of the instruments before utilizing them. Moreover, the conclusion got from this investigation demonstrate that the instruments utilized showed adequate dimensions of inward consistency unwavering quality.

The outcomes from the experimental examination displayed a new understanding on the connection between training and development and organizational job embeddedness and

furthermore connection between organizational job embeddedness and employee empowerment as well as how it might be identified with expanded employee intention to stay.

Moreover, the outcome featured the likelihood of training and development and hierarchical occupation embeddedness, worker strengthening and authoritative occupation embeddedness disclosing representative aim to stay or leave(Lamba & Choudhary, 2013). Along with that, conclusion got from the experimental examination indicate that there is a connection between the builds utilized in this significance to this investigation and that the expanded organizational job embeddedness practiced by the employees may impact his or her expectation to remain with the company. The management of Vodafone ought to concentrate on training and development and worker strengthening to make employees increasingly installed workforce.

This research indicates the probability of contrasts between demographical gatherings, organizational link, community link training and development, organizational job embeddedness, and employee empowerment, as well as this finding is specifically important in Vodafone sales operation setting.

5.2 Recommendation

In view of the findings of this examination, suggestions are developed regarding retention of the sales team in Vodafone and for future researches.

The conclusion and outcomes of this examination demonstrate that it is important to think about training and development, perceived job embeddedness and employee empowerment so as to comprehend employee turnover goals. Moreover, practical suggestions in perspective on the contention express that the more job implanted employees show solid expectation to remain with the organization and furthermore stay connected to the company. The connections stated among builds with significance to this examination may provide a few experiences into the development of retention strategies in the following approach:

1) Vodafone ought to think about offering employees standard training and development since these can give employees the discernment that their organization thinks about their development. It may, therefore, prompt more noteworthy job embeddedness, more noteworthy organizational fit and a higher expectation to remain in the organization.

2) Career development chances in Vodafone ought to be a crucial thought, since employees may liable to consider the association as an empowering element that is quick to put resources into them(Costen & Salazar, 2011). In this manner, it is proposed that giving clear career chances may be utilized to help generally speaking job embeddedness which may prompt the employee higher intention to stay with the present organization.

3) Vodafone should make arrangement for development and growth chances. Several factors, for example, the giving training chance and opportunity to internal promotion ought to be taken into consideration, because it makes the observation among employees that the employee development and organization values. In this manner, this is prescribed that training and development chances ought to be utilized as a medium to help generally speaking job embeddedness, which may prompt a higher employee intention to remain with the company.

4) Vodafone ought to permit employees to settle on choices identified with their work since these can give employees the autonomy in their work and get participation totally. This may subsequently prompt more noteworthy job embeddedness more prominent organizational fit as well as the higher intention to remain at the company, as a result, this can give employees the observation that their organization has faith in their decision-making capabilities and their ability to play out the task.

5) Vodafone ought to contain sales team in deciding organizational objectives, give support and constructive feedback. For the reason that these can give employees the recognition that their company feels their employees are significant and put stock in them. Furthermore, this may, therefore, prompt more noteworthy job embeddedness more prominent organizational fit and a higher goal to remain at the organization(Sinha & Sinha, 2012).

6) Confirming employees that their work has any kind of effect in association and settling on them in charge of their choices support Vodafone to retain their employees as employees may expect to consider the company as an empowering element which is willing to have confidence in them. In this way, it is proposed the engaging employees could be utilized to enhance overall job embeddedness that may prompt a higher intention to stay.

7) Employees who like to switch among companies may stay focused on and inserted in the company if employees are fulfilled in their workplace, on the off chance that they observe a solid fit with their organization and job and on the off chance that they

experience fulfillment with their training and development chances, working environment, career development, and compensation.

In conclusion, when requested that employees rank the most significant variables for them to consider remaining with the organization for the more extended term, the employees determined career development and Fair compensation with the company, Training and development chances, engaging empowerment and challenging work. It is accordingly recommended that Vodafone need to deal with the above elements to make employees progressively implanted to a company that which thus may prompt a higher goal to stay among employees.

5.3 Limitation

The limitation with respect to the literature review incorporate an absence of research in the Vodafone setting and abroad on the connection between training and development and organizational job embeddedness, and furthermore connection among organizational job embeddedness and employeeempowerment (Al Karim, 2019). Despite the fact that there is a broad research base on training and development, employee strengthening few investigations have concentrated explicitly on the relationship of these builds with organizational job embeddedness.

A merged perspective on the elements impacting employee intention to stay with the organization couldn't be given, as just three factors were considered (training and development, organizational job embeddedness, and employee empowerment). Therefore, some additional aspects may be considered in developing strategies which impact employee expectation to remain with the organization.

In other words, the limitation recognized incorporate, the oversight of other ecological and singular variables, since just three organizational measurements were estimated so as to distinguish the components that impact worker expectation to remain in the company. The after effects of the examination directed just spoke to an example in a specific to the business group of Vodafone in the UK. The present investigation was likewise restricted to the sales team of Vodafone, so attention ought to be taken while summing up the findings to the all-inclusive community and different settings.

The sampling technique utilized was a purposive strategy so the outcomes may have been increasingly generalizable. Further, these findings should be imitated with bigger examples crosswise over different occupations, sexual orientation gatherings, age, race and financial

areas before the definite end can be drawn about the connection between training and development, worker strengthening and organizational job embeddedness.

In spite of the fact that the previously mentioned constraints, the consequences of this investigation then again hold an expectation for the examination of the connection between training and development, organizational job embeddedness, and employee empowerment. Along with that, the contrasts between the demographical group of these develops(Ashar et al., 2013). This examination might be utilized as an establishment for grasping the connections between the factors estimated and the contrasts between demographical bunches so as to advise the detailing systems that impact employeeintention to stay with the organization.

5.4 Future scope

Despite the fact that this examination has revealed insight into the significance of employees' dispositions in affecting training viability, further exact investigations are expected to survey the effect of worker job inclusion on training adequacy and assess training adequacy as far as main concern results, for example, employee's turnover. Besides that, there is as yet a need to oversee pretest and posttest longitudinal research to make a correlation of the degree of conduct change that happens following training(Jehanzeb et al., 2013). The investigation concentrated on the training program which was led by the business group of Vodafone in the UK. Until this point, restricted research has worried about the longitudinal part of connection among training and development, with business-related demeanor, for example, job fulfillment, organizational responsibility and job association, in spite of commonly there being training and development and job fulfillment that are liable to steady update and change. This renders long haul assessment troublesome as well as the complete examination of such relationship in training and development will support the scientists and Vodafone partners to get what and how much the relationship support for employees in Vodafone in future and at last its adequacy. In this research, the researcher concentrated on just four parameters, for example, the effect of training and development, job fulfillment, job involvement, and organizational commitment, since the disposition is identified with psychological angle, so the survey to evaluate the psychological element of the components can likewise be engaged. Expressly this exploration finding is the need to create techniques for assessment that include training as well as resulting in more extensive development exercises(Kim, 2012). This ought to think about alternate points of view to illustrate the effect of each employee in Vodafone. To confirm the findings in this examination, it is fitting

to attempt another investigation that will concentrate on the training program in Vodafone at the United Kingdom too and furthermore in the state or across the nation.

Notwithstanding the limitation and conclusion of this research, the bellowing suggestions are made for future research:

There is a requirement for further research on the connection among Training and Development, Employee Empowerment and saw job embeddedness inside the UK setting. It is suggested that future examinations address the impediments recognized in this investigation. This examination was constrained to Vodafone back end tasks; it is hence prescribed that future investigations incorporate a bigger, increasingly agent test. The example incorporated into this examination comprised of Vodafone deals activities experts as it was trusted that these experts may encounter profession portability because of the deficiency of aptitudes in the Vodafone. It is in this way recommended the examination be attempted with a bigger, randomized example from different ventures, including proficient and nonprofessional businesses. Newdimensions and valuable insights might be accomplished through the inclusion of the examination of different factors that impacts worker goal to remain with the company.

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Appendix

Questionnaire

1. What is your gender?

- Male
- Female

2. What is your educational qualification?

- Matriculation
- Under- Graduate
- Graduate
- Post-Graduate
- Doctorate

3. What is your monthly income?

- Below $2000
- $2000-$5000
- $5000-$7000
- Above $7000

4. Since how many years have you been working with your organization?

- 0-5 Years
- 5-10 Years
- 10-15 Years
- More than 15 Years

5. Does training program enable the employees to be accountable and authoritative in making decision?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

6. How far you are satisfied with your present job in the organization?

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

7. Can training program help to increase the productivity of both quality and quantity?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

8. In your company, the manpower requirements of each department are identified well in advance?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

9. Does your organization emphasizes and provides for the required training and development of its employees for better performance?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. Does your employees finds the training provided to them is relevant to their job?

- Strongly agree
- Agree

- Neutral
- Disagree
- Strongly disagree

11. Are your employees satisfied with the Quality of training received so far in the organization?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. Does the organization systematically contributes to its employees educational and professional development?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. Do frequent Training and Development programs motivate the employees?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. Are employees provided with all the facilities and resources required to do job well in terms of infrastructure and physical working conditions in Vodafone?

- Strongly agree
- Agree
- Neutral
- Disagree

- Strongly disagree

15. Do you think training and development program increase the efficiency in employees?

- Yes
- No

16. Is your career growth based on various training program that you attended?

- Yes
- No
- Some times

17. Are you utilizing the training skill and knowledge acquired through training program?

- Yes
- No

18. Are you satisfied with the effectiveness of training program?

- Excellent
- Very good
- Average
- Poor

19. Do you feel training program is compulsory for employees?

- Yes
- No
- Can't say

20. Do you agree that your organization considers training as a part of organizational strategy?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree