REVIEW ARTICLE

WORK ENJOYMENT HELPS EMPLOYEE RETENTION

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ARTICLE INFO	ABSTRACT

This research paper reflects the unavoidable relationship between employee retention and the enjoyment at the workplace. As we are going to discuss that how the enjoyment at the workplace and work life balance are the keys to employee retention in all types of the organization. Besides this it will also emphasis on the fact that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviors that lead to enhanced performance and ultimately lead to the employee retention. Simply put, employees who conceive design and implement workplace and process changes are engaged employees. This article focuses on what managers can do to achieve a high level of employee engagement by adding enjoyment factors to the tasks and duties associated with the employees. The organizations should understand the employee's needs, wants and how to meet them and then they can be on the way to the talent retention in the long run in their organizations. If you are facing employee retention issues, this paper may help you.

INTRODUCTION

Enjoyment and work life balance are the essential keys to the employee retention in the organizations. If we discuss that What are the basic and fundamental reasons people continue working for their employer? Is it the pay? The benefits? A lack of better options? Those are obvious answers, especially given today's unemployment numbers and sluggish economy. But they're not the correct ones. The top reasons people give for not leaving their current job are "I enjoy the work I do" and it "fits well with the other areas of my life." It has also been suggested that high-involvement work practices also helps in developing the positive beliefs and attitudes associated with employee engagement, and that these practices can be generated through the kinds of discretionary behaviours that lead to enhanced performance of the employees. Simply put, employees who conceive, design and implement workplace and process changes are engaged employees. This article focuses on what managers can do to achieve a high level of employee engagement which ultimately leads to the employee satisfaction and retention.

Objectives of the study

- To study the factors responsible for employee retention in the organization.

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- To discuss the strong relationship between work enjoyment and employee retention.
- To study the dimensions such as employee engagement and firm performance responsible for employee retention.

Research methodology

The study is exploratory cum descriptive in nature. It is an empirical research which is simply based upon the secondary data. The secondary data was collected through study of various academic works in the relevant field.

Factors responsible for employee retention in the organization

1) Power

Power means that employees have the power to make decisions that are important to their performance and to the quality of their working lives. Power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for decisions and their outcomes. Involvement is maximized when the highest possible level of power is pushed down to the employees that have to carry out the decisions. Creating forums for employees to develop and share ideas for improving firm performance can be effective, but only when good ideas from employees actually get used.

2) Morale

It reminded me of the old saying that *"We will stop using the whip when morale improves"*. There are steps organizations can take to increase employee morale and decrease turnover. The organizations can adopt various ways of reducing turnover through boosting morale include having in place adequate training and career development for employees; maintaining open door polices and open communication with management, so employees feel part of the organization; giving employees responsibility and opportunities for advancement; and making sure employees are compensated in line with similar companies.

3) Employee friendly policies and practices

Young people are more mobile and less committed to individual organizations. The baby boomers are approaching retirement age. To retain staff, organizations have to be more flexible, ensuring that work/life balance is possible. When we talk about work/life balance, we tend to picture in our mind couples with young children. It actually applies to all employees. Work/life balance applies to young, single people and older people seeking shorter working hours. People want to experience life. They want to travel. They want flexibility and because of the skills shortage, they can seek out organizations that cater for these aspirations. Once the policies are in place, managers and team leaders need to implement them correctly. Workplace flexibility is much harder to manage. The good intent behind the flexibility policy is lost if it is too much hassle to get the time off you need. There has to be a match between reality and expectations. These things are about the interaction between work and private time.

4) Work environment and culture

'Choose a job you love, and you will never have to work a day in your life'- Confucius (551-479 BC), Chinese philosopher
Employee retention is about the nature of the work itself and the work environment or culture. What can you do? Firstly, you have to get the basics right - good pay, appropriate conditions, etc. Secondly, you have to remove the fear of uncertainty - employees should feel safe and secure in their employment. They should not be concerned about your employment practices. They should not picture you 'with a whip'. Thirdly, you have to work hard to create and maintain a good work culture and climate. I define culture as 'the way we do things around here' and climate as 'how things are around here'. The culture should be friendly, work focused but not obsessed. People should have fun when the pressure is off and work hard when the pressure is on. Company culture is like an unspoken code among team members. It's a system of values and norms everyone consults when making decisions. The presence of a company culture makes a big impact because employees inevitably face choices that cannot be regulated by a black and white rule book. Company culture tells us that integrity adds value to a job, positively correlating with financial performance and attractiveness of job offers. Hence, the organizations should focus on building strong company culture.

5) Find the salary sweet spot and offer the perks, whenever required

Salary hikes in high-growth fields like technology, e-commerce, advertising and digital media. We found something we call the salary "sweet spot" where employees within a specific salary range are more likely to stick around. Companies might offer a cell phone, travel reimbursement plan or even sodas in the break room, but in today's modern workforce, those perks have moved more toward standard than competitive. Today, employees seek more intangible perks like a sense of community or a boss who understands them. Many companies achieve this by offering perks that help with team bonding.

6) Offer growth opportunities and be flexible

There should be continuous increase in learning and development opportunities as it plays a significant role in increasing employee retention. Timely promotion opportunities were a major psychological factor in job satisfaction. It's apparent that companies need to offer advancement opportunities as a goal to work toward to retain employees. Employees who are bored or feel trapped will go somewhere else that gives them the room needed to grow their skills. Companies are starting to notice the new generation of employees has different expectations of a job. We need to prepare for and accommodate the younger workforce's sense of empowerment to decide when and where they work. With these new workforce trends, employers are going to have to look beyond the traditional ways to retain employees. Today's workforce is not the same as it once was. While our study showed that money does make a difference, it is not the end-all solution to employee retention. To foster job satisfaction and retain employees, companies must balance many factors, both tangible and intangible.

Relationship between employee engagement and firm performance

Employee engagement can be critically important to competitiveness in the contemporary business environment. Employee engagement has three related components, that is, a cognitive, an emotional, and a behavioural aspect. The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders, and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The behavioural aspect of employee engagement is the value-added component for the organization and consists of the discretionary effort engaged employees bring to their work in the form of extra time, brainpower and energy devoted to the task and the firm. The focus should be on what managers can do to achieve a high level of employee engagement. Recent research suggests that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviours that lead to enhanced performance. The section immediately below describes high- involvement work practices and how they are utilized in both manufacturing and service settings. The next section outlines the evidence for the effectiveness of these practices. The final section discusses the implementation process and argues for the importance of embracing a participatory philosophy in order to align the process with the concept of high involvement.

What are high-involvement work practices?
Numerous authors have developed a long list of management practices for generating high involvement and high

performance among employees. These range from selecting the right people for the organization to a commitment to training and skill development, teambased work organization, job security, and incentive-based pay. In each of these general categories, a variety of specific practices have been developed. For example, incentive-based pay can take the form of a gain-sharing program, performance-contingent pay to individuals, team-based pay, or employee ownership. Training programs can be developed for current and future skills, technical and interpersonal skills, new hires and experienced employees. With all of the choices, developing a coherent set of high-involvement work practices that are consistent across the organization and reinforce each other is a nontrivial challenge for all managers. Organizational effectiveness scholar Edward Lawler and his colleagues identified four interlocking principles for building a high-involvement work system that help to ensure that the system will be effective and that the various practices will work together to have a positive impact on employee engagement. These principles can be summed up as providing employees with power, information, knowledge and rewards.

Conclusion

There are many facets to employee retention. It is much more than having appropriate organizational policies. It involves successfully implementing good policies and creating a positive work culture and climate. It requires positive action by team leaders and managers. There is always the personal reflection which is the ultimate answer to various questions like do you like your job?, In line with the Confucius quote, do you love your job?, do your team members like their jobs?, do you work in an organization with a positive culture and climate?, what did you do this week to actually help achieve the best climate and culture possible? Employees leave organizations for many reasons; oftentimes these reasons are unknown to their employers. Employers need to listen to employees' needs and implement retention strategies to make employees feel valued and engaged in order to keep them. These retention methods can have a significant and positive impact on an organization's turnover rate. Employee satisfaction is a reliable predictor of employee retention. When employers engage in practices that support good working relationships, employee satisfaction improves because workers tend to believe the company is using their skills and appreciating their service and commitment. In turn, higher job satisfaction generally results in higher levels of employee retention.

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