A STUDY ON EMPLOYEE RETENTION STRATEGY FOR EMPLOYEE TURNOVER

An Internship Report For

MGA-652 Industry Internship

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(MBA) In Human Resource

By

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Date: 06th May 2024

Examined by:

Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "A Study on Employee Retention Strategy for Employee Turnover," is based on the result of investigations carried out by me in the People and Culture at Sanofi Healthcare India Private Limited, under the mentorship of Mr. Sadanand Gaonkar and the same has not been submitted elsewhere for the award of degree by me. Further, I understand that Goa University or its authorities will not be responsible for the correctness of observations/ experimental or other findings given the internship report.

I hereby authorize the University authorities to upload this dissertation to the dissertation repository or anywhere else as the UGC regulations demand and make it available to anyone as needed.

Ms. Aditi Laxmikant Naik

Seat No: 22P0280005

Date: 06th May 2024

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the internship report "A Study on Employee Retention Strategy for Employee Turnover," is a bonafide work carried out by Ms. Aditi Laxmikant Naik under my mentorship in partial fulfillment of the requirements for the award of the degree of Masters of Business Administration in the Discipline Human Resource at the Goa Business School, Goa University.

Date: 06ᵗʰ May 2024

Mr. Sadanand Gaonkar
Assistant Professor
Goa Business School

Signature of Dean of School/HoD

Date: 06ᵗʰ May 2024

Place: Goa University

School/Department Stamp

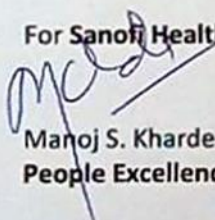# INTERNSHIP CERTIFICATE

sanofi

7th July 2023

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **MS. ADITI LAXMIKANT NAIK** is student of Goa Business

School, Goa University has successfully completed her Internship Project entitled

as "Employee Life Cycle" from 15th May 2023 to 7th July 2023 in our

organization.

During her internship **MS. ADITI LAXMIKANT NAIK** has worked closely as a part

of our **People & Culture Department**. The contribution towards our organization

was very good. The student has submitted a report that we find helpful.

We wish her the very best for the future.

For Sanofi Healthcare India Private Ltd,

Manoj S. Kharde
People Excellence Partner
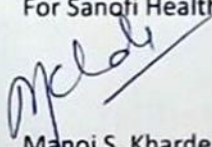
sanofi

18ᵗʰ March 2024

TO WHOM SOEVER IT MAY CONCERN

This is to certify that **MS. Aditi Laxmikant Naik** who is studying Master's in Business Administration (Final Year), Goa Business School, Goa University. She has done Project on " **Employee Retention Strategy for Employee Turnover**" in People & Culture Department from 16ᵗʰ January 2024 to 18ᵗʰ March and she has successfully completed the same.

During training period, she has demonstrated good moral character and integrity.

We wish **MS. Aditi Laxmikant Naik** success in her academic career.

For Sanofi Healthcare India Private Ltd,

Manoj S. Kharde
People Excellence Partner – M & S

<u>ACKNOWLEDGMENT</u>

EXECUTIVE SUMMARY

Sanofi, a renowned multinational pharmaceutical company headquartered in Paris, France, has been at the forefront of healthcare innovation for over five decades. With a presence in more than 70 countries, Sanofi's commitment to research, development, and manufacturing of pharmaceutical products has led to significant contributions to global healthcare. In India, particularly in Goa, Sanofi operates two key facilities, Sanofi India Limited and Sanofi Healthcare India Private Limited, contributing significantly to pharmaceutical manufacturing and innovation. However, recent challenges, such as high employee turnover rates in critical departments like Quality Assurance and Analytical Development, underscore the need for strategic interventions. Through a qualitative research approach, key factors contributing to attrition were identified, including heavy workloads, inadequate compensation administration, limited growth opportunities, and accommodation issues for employees relocating from other regions. To address these challenges, proactive measures such as hiring additional staff, implementing automated salary systems, offering professional development programs, and providing accommodation support were proposed. By prioritizing employee well-being, fostering a culture of communication, and investing in strategic interventions, Sanofi can cultivate a resilient and thriving workplace, positioning itself for sustainable success in the dynamic pharmaceutical landscape. The challenges faced by Sanofi in Goa call for a holistic approach to mitigate employee turnover and enhance organizational stability. By addressing root causes such as workload imbalance, salary administration discrepancies, limited growth avenues, and accommodation deficiencies, Sanofi can foster an environment conducive to employee satisfaction and retention. Proactive measures like workforce augmentation, automated salary systems, professional development initiatives, and accommodation support not only alleviate immediate concerns but also signal a long-term commitment to employee well-being and career growth. Leadership plays a pivotal role in driving this change, championing a culture of transparency, inclusivity, and continuous improvement. Through strategic interventions and a focus on fostering a supportive workplace culture, Sanofi can position itself as an employer of choice, attracting and retaining top talent to drive sustainable growth and innovation in the competitive pharmaceutical industry.

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CHAPTER 1: INTRODUCTION TO THE COMPANY

Sanofi is a multinational pharmaceutical company headquartered in Paris, France. The corporation was established in 1973 and it is one of the largest pharmaceutical companies and 50 years old brand which operates in more than 70 countries. Sanofi specializes in the research, development, manufacturing, and marketing of a wide range of pharmaceutical products, including prescription drugs, vaccines, and consumer healthcare products. Sanofi's areas of focus include cardiovascular diseases, diabetes, rare diseases, multiple sclerosis, oncology, immunology, and vaccines. The company has a diverse portfolio of products and has made significant contributions to healthcare over the years. Sanofi has two manufacturing sites in India i.e., Hyderabad and Goa.

In Goa, Sanofi has established two key facilities contributing to its pharmaceutical operations. The first is Sanofi India Limited, situated at Plot L-121, Phase III, Verna Industrial Estate, Verna Goa 40371. This facility, previously known as Aventis Pharma, has been operational since 1999. Here, Sanofi India manufactures solid dosage forms primarily for the Indian market. Additionally, it produces Daonil bulk tablets destined for the European market, as well as Paracetamol, Cocodamol, and Codydramol specifically for the UK market.

The second facility, Sanofi Healthcare India Private Limited, is located within the Industrial Estate of Goa Industry Development Corporation on Plot No. L-121, Phase III. This facility is dedicated to the development, discovery, and production of new drugs for medical use. Through these two facilities, Sanofi plays a significant role in pharmaceutical manufacturing and innovation, both locally in India and on an international.

1.1 Sanofi Healthcare India Private Limited

Figure 1 Sanofi Healthcare India Pvt Ltd

Sanofi has one of its research and development centres in India located at the industrial estate of Goa Industrial Development Corporation (GDIC). company is committed to the highest level of quality in the development and manufacturing of products, quality, and compliance with all applicable regulatory requirements and customer satisfaction. Sanofi Healthcare India Private Limited has successfully delivered many projects and has granted patents, successfully conducted clinical trials and bioequivalence studies and has received global innovation as well as local innovation awards. The entire site is spread over an area of 1,20,000 sq. m. The site comprises phase I which occupies 2,500 sq. m., phase II which occupies approximately 1000 sq. m., & warehouse which occupies approximately 450 sq. m.

PHASE I:

- Formulation Development Lab, Analytical Development Lab, Solid State and Biopharma Lab,
- Regulatory Affairs, Quality Assurance and Administration Office

PHASE II:

- Pilot Plant Facility,
- Warehouse

1.2 Vision And Mission

1.2.1 Vision

To be the centre of excellence for developing innovative pharmaceutical products and technologies to improve the quality of life.

1.2.2 Mission

- To develop at least 10 innovative products and file 15 patents.

- To develop at least 10 cost-effective quality products for the masses.

- To be a preferred business partner for developing differentiated generics & LCM products.

- To foster a collaborative & performance-driven work culture.

- To enhance technological skills, and development capabilities in order to provide end-to-end solutions.

- To adhere to our core values and align with our core purpose always.

1.3 Value Of the Company

Superior performance, customer orientation, working together, integrity. Sanofi Healthcare India Private Limited has successfully delivered many projects and has granted patents successfully conducted clinical trials and bioequivalent studies and has received global innovation as well as local innovation awards.

1.4 Organisational Chart
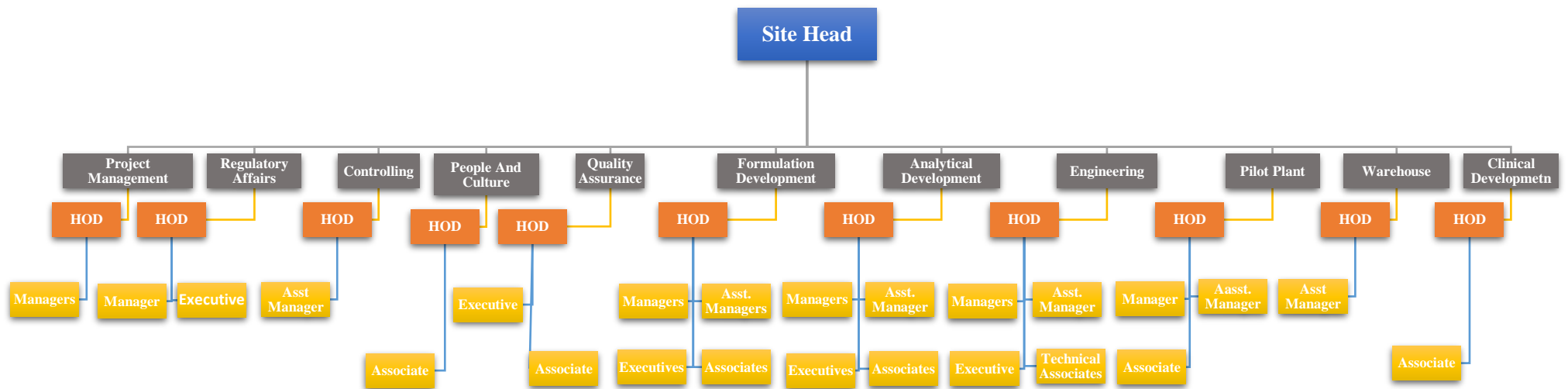
Figure 2 Organisational Structure

1.5 Role And Function Of The Departments For The Strategic Framework Of The Firm

1.5.1 People And Culture

The People and Culture department, also known as Human Resources (HR), takes care of everything related to the organization's employees. It Handle tasks like hiring new employees, helping them settle in, providing support, induction, and training through SOPs, managing performance, deciding on salaries and benefits, handling employee issues, and creating a positive work environment. They work closely with all employees and other departments to make sure everyone's needs are met, encourage a diverse and inclusive workplace, and follow employment laws. People and Culture department also practices some best HR practices to engage and motivate their employees such as Zumba sessions, playing pleasant music which helps reduce stress levels and negative feelings, contributing to a more relaxed atmosphere, and conducting employee engagement sessions which include some indoor and outdoor games.

1.5.2 Controlling

The controlling Department plays a crucial role in managing the organization's various financial and administrative aspects. One of their primary responsibilities is preparing and approving quotations, ensuring accuracy and adherence to company policies. They also control costs by closely monitoring activities and comparing them to the allocated budget, adjusting, as necessary. The department is responsible for updating man-hours in the project and producing management reports to track progress. It is involved in the preparation of budgets and trend analysis, forecasting, and analysing financial data to help the company make informed decisions. They also handle the process of raising debit notes and managing Accounts Receivable, ensuring timely follow-ups and resolution of any outstanding issues.

1.5.3   Project Management

The Project Management Department plays a vital role in handling various projects received from customers, portfolios, the Indian market, and external manufacturing teams. Their primary responsibility is to evaluate whether a specific project can be executed in-house by engaging in discussions with all relevant departments. Once a project is finalized, the department takes charge of preparing cost estimates, setting project timelines, and establishing clear pathways to follow. Their goal is to ensure the timely delivery of the product with the highest possible quality.

The Project Management Department acts as a bridge between different teams, coordinating efforts and resources to effectively execute projects. They collaborate with departments such as FD, AD, manufacturing, quality control, and supply chain to ensure smooth progress and adherence to project requirements.

Additionally, they closely monitor the project's progress, identifying potential risks or obstacles and implementing necessary adjustments to mitigate them.

Role Of Project Management

- Cost–effective planning, execution, and monitoring of projects.
- Optimized business process and resources: fewer routine activities.
- Faster Project Procedures
- Also, they want to be able to compare different projects to identify at a glance which ones to press ahead with

1.5.4   Regulatory Affairs

Regulatory Affairs department acts as the interface between the company and regulatory authorities. They monitor and advise on changing legislation, collect, and evaluate data, prepare registration dossiers, and provide strategic and technical guidance throughout the

product development process. Their role is vital in obtaining and maintaining marketing authorization and ensuring compliance with regulatory requirements.

Drug regulations are based on drug laws and are implemented through regulatory tools such as standards and guidelines. In India, drug regulation is governed by the Drugs and Cosmetics Act of 1940, administered by multiple ministries including the Ministry of Health and Family Welfare. The Central Drugs Standard Control Organization (CDSCO) and its key regulatory authority, the Drug Controller General of India (DCGI), oversee the process at the central level through zonal offices.

CDSCO manages pre-manufacturing regulation, clinical trials, new drug approval, and import marketing licenses. At the state level, State Drug Regulatory Authorities (SDRAs) under the health departments regulate manufacturing, issue licenses, conduct inspections for good manufacturing practices, and enforce drug testing and prosecution for non-compliance. Very often the first point of contract between the authorities and the company keeps track of ever-changing drug-related legislation in all the region. Advise on the legal and scientific restraints and requirements. Collect, collate, and evaluate the data that the colleagues are generating. Responsible for the presentation of the registration dossier to regulatory agencies, Making an important contribution both commercial and scientific for the company as a whole.

1.5.5 Formulation Development

The Formulation Development department at Sanofi Healthcare is dedicated to developing suitable preparations and forms of drugs. This department plays a crucial role in bridging the gap between the discovery of a new drug substance and the successful development of a commercial drug product. When the department receives a project, its first step is to conduct a comprehensive literature search to gather relevant information. They also conduct pre-formulation studies to understand the physical and chemical properties of the drug substance.

Additionally, they perform a patent search to ensure that the formulation and process they develop do not infringe on existing patents. Once these initial steps are completed, the formulation development team proceeds to select the appropriate ingredients for the formulation. They carefully consider factors such as stability, compatibility, bioavailability, and patient acceptability. After finalizing the ingredients, they compile a detailed list of the ingredients and the manufacturing procedure required to prepare the desired form of the drug, such as tablets.

1.5.6 Analytical Development

This department have sub – department such as Quality Control (QC) and later in 2017 they introduced solid state and bioequivalence labs.

The analytical Development department plays a crucial role in the testing and characterization of drugs developed by the Formulation Development department. Once the Formulation Development stage is completed, the drug is sent to the Analytical department for comprehensive analysis.

The Analytical Development department is responsible for developing analytical methods to assess the quality and purity of both the Active Pharmaceutical Ingredient (API) and the Finished Product (FP). They work on establishing reliable and efficient analytical methods that can accurately measure the drug's content, impurities, and degradation products. They identify and quantify impurities present in the drug substance or product, ensuring compliance with regulatory guidelines and ensuring patient safety. Dissolution profile mapping is another important task performed by the department. They assess the drug's release rate and dissolution behaviour, providing valuable information on its performance and bioavailability.

Stability studies are conducted under various conditions to assess the drug's stability over time. The Analytical Development department monitors the drug's degradation and changes in its

quality attributes, such as potency, purity, and impurity levels, ensuring that the drug remains safe and effective throughout its shelf life.

1.5.7 Quality Assurance

The Quality Assurance (QA) department plays a vital role in ensuring adherence to the company's quality policies. They are responsible for implementing and maintaining quality systems and continuous improvement initiatives. The department conducts internal and external audits to ensure compliance with Good Manufacturing Practice (GMP) and Good Distribution Practice (GDP) standards. They also manage regulatory audits and inspections.

The QA department is responsible for overseeing the management of controlled documents, including Standard Operating Procedures (SOPs) and master documentation. They review and approve qualification and validation protocols and reports for equipment, processes, cleaning, computerized systems, and environmental quality systems. Quality agreements with external partners are evaluated and approved by the QA department. They are also involved in managing change control, evaluating deviations, and conducting failure investigations to identify root causes and implement corrective actions. The department implements training programs on GMP and GDP to ensure that employees are knowledgeable about quality requirements. Supplier and vendor audits are conducted by the QA department to assess and qualify external partners. They also approve specifications for materials and products used in manufacturing processes.

Functions / Responsibilities of Quality Assurance

- The Quality Assurance dept is responsible for ensuring that the quality policies adopted by the company are as followed.
- Quality systems are management or continuous improvement.
- Internal or external audits or GMP and GDP compliance.

- Management of regulatory audits and inspections

- Management of controlled documents e.g. SOP master documentation

- Quality agreement, evaluation, deviation, and approval.

- Management of change control, evaluation, deviation, and failure investigation.

- Training programs

- Supplier or vendor audits, qualification approval, and Specification approval.

1.5.8 Engineering

Engineering department, role involves developing and implementing preventive maintenance schedules for various equipment used in engineering, manufacturing, and laboratory settings. Also creating comprehensive checklists for new equipment and ensuring timely execution of preventive maintenance tasks according to defined timelines. Additionally, responding to breakdowns reported by other departments, ensuring swift resolution as per job orders. Continuous monitoring and maintenance of utility supplies essential for equipment operation is crucial, along with maintaining optimal temperature and humidity levels in production and administrative areas. Collaborating with other departments, supporting the installation of new machinery, and oversee the execution of civil projects on-site. Managing annual maintenance contracts for critical systems such as DG air compressors and UPS systems is also within the purview, along with drafting standard operating procedures (SOPs) for equipment usage and operations to ensure smooth functioning across departments.

1.5.9 Pilot Plant (Manufacturing)

Pilot Plant is a pre-commercial production scale-up unit that involves consistent manufacture of associate experimental formulation on high-speed production instrumentation in an efficient manner. Here, a small preliminary lab-scale formula developed by the formulation development department is transformed into an operational product by the development of a liable and practical procedure of manufacture.

The Pilot Plant Is Divided Into 3 Zones.

ZONE 1: Outer corridor for material movement between warehouse and pilot plant.

ZONE2: Change room areas

ZONE3: Manufacturing area

Enter the pilot plant, need to follow all the gowning procedures including the primary, secondary, and tertiary gowning which are as follows:

Primary gowning – collect primary dress sealed in polyethylene bag from the linen room located in the administration corridor and wear over street clothes. Collect shoe covers and disposable caps kept near the cross-over bench.

Secondary gowning – A white kurta pajama

Tertiary gowning – A boiler suit to be worn inside the processing cubicles.

1.5.10 Warehouse

The warehouse plays a crucial role in the manufacturing process by managing incoming goods, including labelling, and packaging, and releasing finished goods or products.

The steps involved in handling raw materials in the warehouse include Receiving, Sampling, Storage, and Dispatch.

Raw materials are purchased from approved vendors listed on the Approved Vendor List. Upon arrival, the security team checks the documents and notifies the Receiving Materials Storage (RMS) personnel. The materials are inspected at the Receiving Bay to ensure compliance with the checklist and weight specifications. Accepted materials are labelled as transferred and taken to the dedusting area for cleaning. After dedusting, the materials are transferred to the quarantine area with a quarantine label for further evaluation.

Sampling This is followed by sampling wherein a defined portion is withdrawn that acts as the representative amount in analysis. The sampling of solids is done in reverse laminar air flow with a sampling rod and that of solvents in vertical laminar airflow in double polythene bags. Materials are transferred from the quarantined area through a pass box which has an interlocking system and UV light. These samples are taken to QC for analysis and under test label is affixed on the materials.

Storage If the materials comply with the standards, they are shifted to an approved area with the label of approved exactly overlapping the quarantine label. In case the materials do not comply, they are rejected and transferred to a rejected area with the label rejected on it. Dispatch of finished goods shall be done by the QA department with prior approval from the head of the department. Before loading the vehicle is inspected for cleanliness.

1.5.11 Clinical Development

The clinical development department at Sanofi is responsible for conducting clinical trials for Investigational New Drugs (IND) formulated by the formulation department. These trials are conducted in collaboration with various Contract Research Organizations (CROs). The department primarily focuses on Phase I clinical trials, particularly in the production of generic drugs. Their studies center around bioequivalence, which refers to the similarity in the rate and extent to which the active pharmaceutical ingredient becomes available at the site of drug action. Bioequivalence studies are commonly conducted when a sponsor plans to manufacture a generic version of an approved new animal drug. The clinical development department plays a crucial role in ensuring the safety and effectiveness of new drug candidates through rigorous clinical testing and evaluation.

The Various Participants Involved in The Conduction of The Trial Are.

1. **Regulatory Authority**: This refers to the government body or agency responsible for overseeing and regulating clinical trials within a particular jurisdiction. Regulatory authorities ensure that trials adhere to legal and ethical standards, protect participants' rights, and evaluate the safety and efficacy of investigational drugs or medical devices.

2. **Sponsor:** The sponsor is typically a pharmaceutical company, research institution, or government agency that initiates and funds the clinical trial. Sponsors are responsible for designing the study protocol, obtaining regulatory approval, providing necessary resources, and ensuring compliance with regulatory requirements. They may also analyse data and disseminate study results.

3. **Study Monitor:** Also known as a clinical research associate (CRA), the study monitor is employed by the sponsor to oversee the conduct of the trial at various investigational sites. Their responsibilities include ensuring compliance with the protocol, verifying data accuracy, and maintaining communication between the sponsor and investigators.

4. **Investigator:** The investigator is a qualified medical professional, such as a physician or researcher, who conducts the clinical trial at a designated study site. Investigators are responsible for recruiting and enrolling participants, administering study interventions, collecting data, and ensuring participant safety. They must adhere to the protocol and report any adverse events or deviations to the sponsor and regulatory authorities.

5. **Pharmacist:** In clinical trials involving investigational drugs, pharmacists play a crucial role in drug management and distribution. They ensure that study medications are properly stored, prepared, dispensed, and administered according to the protocol. Pharmacists also monitor for drug interactions and adverse reactions, providing valuable expertise in pharmaceutical care.

6. **IEC (Independent Ethics Committee):** Also referred to as an Institutional Review Board (IRB) or Ethics Review Board (ERB), the IEC is an independent body responsible for reviewing, approving, and monitoring the ethical conduct of clinical trials. The primary role of the IEC is to safeguard the rights, safety, and well-being of trial participants. They assess the study protocol, informed consent process, and risk-benefit ratio to ensure ethical standards are upheld.

7. Each participant in a clinical trial plays a vital role in safeguarding the interests of participants, maintaining scientific integrity, and advancing medical knowledge. Collaboration among these stakeholders is essential for the successful conduct of clinical research.

Clinical trials typically involve four phases:

PHASE 0: This phase involves micro-dose studies, often used for the study of oncology drugs.

PHASE I: The focus is on assessing the safety and dosage of the drug. In bioequivalence studies for generic drugs, Phase I trials are conducted on healthy individuals only. The drug's safety and tolerability are evaluated, and the Maximum Tolerated Dose (MTD) is studied. The selection of healthy subjects considers factors such as weight, age, gender, and other inclusion and exclusion criteria. Phase I studies typically involve 25-30 healthy volunteers and are conducted over 6-12 months.

PHASE II: The primary goal of this phase is to evaluate the drug's effectiveness and potential side effects.

PHASE III: This phase focuses on assessing the efficacy of the therapy and monitoring adverse reactions in a larger patient population.

PHASE IV: This phase involves post-marketing surveillance to monitor the drug's safety and effectiveness in real-world settings.

Clinical Trial Protocol and Protocol Amendment :

- Protocol title, protocol identifying number, and date should also bear the amendment number and date.

- Name and address of the sponsor and monitor name and title of the person authorized to sign the protocol and protocol amendment for the sponsor.

- Name, title, address, and telephone number of the sponsor's medical expert for the trial.

- Name and title of investigator who is responsible for conducting the trail and the address and tel. phone number of the trail site.

1.6 Manufacturing Requirements

1.6.1 Raw Material Used

Active Pharmaceutical Ingredients (APIs): These are the primary components in a pharmaceutical formulation that exert pharmacological effects. APIs are responsible for the therapeutic action of the drug.

Excipients:

- ✓ **Fillers:** These substances are added to bulk up the formulation, improve tablet cohesion, and ensure consistent tablet size.

- ✓ **Sweeteners:** Used to mask the bitter taste of certain drugs and make them more palatable.

- ✓ **Binders:** These substances help to bind the ingredients of a tablet or capsule together, ensuring they stay intact during manufacturing and use.

- ✓ **Coating Material**: Used to coat tablets or capsules, providing protection against moisture, light, and environmental factors and improving swallowability.

- ✓ **Disinfectants:** Used to sterilize equipment and surfaces to maintain aseptic conditions during manufacturing.

- ✓ **Lubricants:** Reduce friction between tablet components and the manufacturing equipment, ensuring smooth tablet compression and preventing sticking.

Hard Gelatine Capsules: These are capsules made from gelatine that are used to encase the active ingredients in a solid dosage form.

Raw Gelatine for Soft Gelatine Capsules: Gelatine is used as the base material for soft gelatine capsules. It provides the shell for encapsulating liquid or semi-solid formulations.

Purified Water: Water that has undergone purification processes to remove impurities and ensure its suitability for pharmaceutical manufacturing. It is used as a solvent, excipient, and for cleaning purposes.

Tablets Tooling/Change Parts: Tooling refers to the Molds, punches, and dies used in tablet manufacturing to shape the tablets. Change parts are components that need to be replaced or adjusted when switching between different tablet formulations or sizes.

Packing Material: Packaging materials are used to contain and protect the pharmaceutical products. They may include blister packs, bottles, vials, ampoules, labels, and outer cartons. These materials ensure product integrity, safety, and compliance with regulatory requirements.

1.6.2 Manufacturing Equipment

Dispensing Booth: A dispensing booth is a controlled environment used for the accurate weighing and dispensing of raw materials, including active pharmaceutical ingredients (APIs) and excipients, to ensure precise formulation of pharmaceutical products.

Shear Mixer Granulator: This equipment is used in the wet granulation process, where dry powders are mixed with a liquid binder to form granules. The shear mixer granulator combines mixing and granulation into a single operation, ensuring uniform distribution of the binder and consistent granule size.

Dry Granulator: Dry granulators are used to compress dry powders into granules without the use of a liquid binder. This equipment is commonly used in the tablet manufacturing process to convert cohesive powders into free-flowing granules suitable for compression into tablets.

Fluid Bed Processor: A fluid bed processor is a versatile piece of equipment used for various pharmaceutical processes, including drying, granulation, and coating. In the fluid bed drying process, air is passed through a bed of pharmaceutical particles, facilitating rapid and uniform drying.

Cone Mill: A cone mill is a milling machine used to reduce the particle size of pharmaceutical powders. It operates by rotating a cone-shaped impeller within a stationary cone-shaped screen, effectively breaking down agglomerates and achieving a uniform particle size distribution.

Tablet Press: A tablet press, also known as a tablet compression machine, is used to compress powdered ingredients into tablets of uniform size, shape, and weight. The tablet press applies high pressure to the powder blend, forcing it into the desired tablet form.

Tablet Coater: Tablet coaters are used to apply coatings to tablets for various purposes, including masking taste, providing enteric protection, or controlling drug release. The coating process involves spraying a coating solution onto the surface of the tablets and then drying them to form a thin, uniform coating layer.

Blister Packing Machine: Blister packing machines are used to package tablets, capsules, or other solid dosage forms into individual blister packs. Blister packs provide protection against moisture, light, and tampering, and are commonly used for unit-dose packaging in the pharmaceutical industry.

Capsule Filling Machine: Capsule filling machines are used to fill empty gelatine or vegetarian capsules with pharmaceutical formulations, including powders, pellets, or liquids. These machines ensure accurate dosing and high production efficiency in capsule manufacturing.

Bin Blender: Bin blenders are used for blending large batches of powdered ingredients, including APIs and excipients, to ensure uniform distribution of components throughout the blend. Bin blenders come in various designs, such as double cone, V-shaped, or octagonal, and are equipped with rotating blades to facilitate mixing.

1.7 Production Process

Figure 3 Production Process

1.7.1 Stage 1: Dispensing (Weighing Booth)

During the dispensing of raw materials, several key steps are taken to ensure accuracy and control. First, the air is filtered through filters to maintain a clean environment, free from impurities. The differential pressure across these filters is displayed on magnetic gauges to monitor their effectiveness. Adequate illumination is maintained to enable clear visibility and prevent errors. An air velocity sensor is employed to measure the speed of the air, ensuring the desired airflow conditions. The actual dispensing of API and excipients takes place inside a specialized weighing booth, where a weighing balance is used for precise measurements. By implementing these measures, the dispensing process ensures the proper handling and accurate measurement of raw materials.

1.7.2 Stage 2: Shifting Stage (Vibrosifter)

The shifting stage involves the sorting and separation of materials to achieve the desired particle size for immediate use or subsequent processing. In this stage, vibrosifters prove to be highly efficient machines. They employ a vibrating motion to shake the sieves, resulting in the production of the desired product. These machines play a crucial role in ensuring the quality and consistency of the materials used in manufacturing processes. By utilizing vibrosifters, industries can efficiently and accurately achieve the required particle size, contributing to the overall success of the shifting stage.

1.7.3 Stage 3: Granulation (Rapid Mixer Granulator)

The granulation stage in pharmaceutical manufacturing involves the formation of granules by mixing the pharmaceutical ingredients. To accomplish this, a widely used equipment known as a rapid mixer is employed. The rapid mixer effectively blends the ingredients, preparing them for compression. During this stage, moisture in the form of water or a blender solution is added to the mixture using a peristaltic pump. This addition of moisture helps in the formation of granules. The peristaltic pump ensures accurate and controlled dosing of the moisture, contributing to the desired granule formation process.

1.7.4 Stage 4: Drying (Fluid Bed Dryer)

The drying stage is a vital part of pharmaceutical manufacturing, and one widely used equipment for this purpose is the fluidized bed dryer. This equipment is extensively employed in the pharmaceutical industry to reduce the moisture content of pharma powders and granules. The fluidized bed dryer operates based on the principles of fluidization of the feed material. In this process, the feed material is suspended and fluidized by a stream of warm air, creating a fluid-like behaviour. This promotes efficient heat transfer and rapid evaporation of moisture from the material.

1.7.5 Stage 5: Milling (Cone Mill)

The milling stage is essential for reducing the size of dried granules, and the cone mill is a widely used equipment for this purpose. Primarily employed after the fluidized bed drying process, the cone mill enables the achievement of the desired size of dried granules. This is achieved by utilizing screens of varied sizes within the cone mill, effectively controlling the particle size during the milling process. The cone mill plays a crucial role in ensuring consistent and uniform particle size reduction, contributing to the production of high-quality pharmaceutical products.

1.7.6   Stage 6: Blending or Mixing (Bin Blending)

The blending or mixing stage in pharmaceutical manufacturing is a critical process that involves the thorough mixing of active pharmaceutical ingredients (APIs) and excipients. The objective of blending is to ensure a homogeneous mixture of all ingredients, guaranteeing uniformity and consistency in each manufacturing process. By effectively blending the API and excipients, the desired composition and distribution of components are achieved. This stage plays a vital role in pharmaceutical manufacturing, as it directly impacts the quality, efficacy, and stability of the final product. Through precise blending, the pharmaceutical industry ensures the production of reliable and standardized medications for patient use.

1.7.7   Stage 7: Tablet Compressor

The tablet compression stage involves the use of tablet compression machines to convert granules or powder into tablets of the required shape and size. Tablet compression machines exert high pressure on the granules or powder, causing them to adhere and form solid tablets. The machines are designed to provide precise control over the compression force, enabling the production of tablets with consistent weight, thickness, and hardness. This stage plays a vital role in pharmaceutical manufacturing, as it transforms the formulated materials into a convenient and easy-to-administer dosage form. Through tablet compression, it ensures the production of tablets that meet the required specifications and provide accurate and reliable dosing for patients.

1.7.8   Stage 8: Tablet Coating

The tablet coating stage in pharmaceutical manufacturing serves multiple purposes. Tablet coating involves applying a layer over the tablet to mask its taste, make it easier to swallow, and protect the active medication inside. The coating process makes the tablets smoother and enhances their ease of ingestion. Additionally, tablet coatings can provide color, adding visual

appeal to the tablets. Furthermore, the coating serves as a protective barrier, safeguarding the tablet from moisture, light, and external factors that could degrade the medication.

1.7.9   Stage 9: Blister Packing

The blister packing stage in pharmaceutical manufacturing is a crucial step in the packaging of tablets and capsules. This stage involves placing individual tablets or capsules into pre-formed blister cavities made of plastic or aluminium. The cavities are then covered with a foil or film seal to create secure and tamper-evident packaging, it also ensures accurate dosing, as each tablet or capsule is individually sealed and clearly labelled.

CHAPTER 2: TASK HANDLED, LEARNINGS AND CHALLENGES

2.1   Task Handled

1   Maintained all documents related to statutory compliance for each employee, ensuring they were filed in respective files. Contacted individuals to follow up on missing documents.

2   Maintained the employee training matrix for housekeeping staff, ensuring proper documentation of training activities.

3   Conducted training sessions for housekeeping employees on pending P&C department SOPs as per the training matrix.

4   Followed up on pending training for housekeeping staff from other departments and communicated progress to respective HODs.

5   Reviewed annual user assessments and calibration certificates.

6   Compiled and filed all training records, categorizing them by SOP numbers.

7   Reviewed revised SOPs to identify any new changes.

8   Identified cleaning requirements for various areas in the organization (e.g., daily, monthly, fortnightly) and prepared a cleaning schedule matrix.

9   Reviewed pest control logbooks for proper signatures and dates.

10   Prepared specimen signature sheets for new employees and updated photographs for existing employees.

11   Created job descriptions for both housekeeping staff and the housekeeping supervisor.

2.2   Learnings

2.2.1 Understanding the Employee Lifecycle:

Recognizing the stages of the employee lifecycle from attraction to recruitment, onboarding, retention, development, and offboarding is crucial for effectively managing human resources within an organization. Requires careful planning and execution to ensure a positive experience for employees and to maximize their contribution to the organization. (Appendix II).

2.2.2 Importance of Employee Value Proposition (EVP):

Understanding and articulating the EVP is essential for attracting and retaining top talent. A strong EVP communicates the unique benefits and advantages of working for a particular organization, helping to differentiate it from competitors and appeal to potential candidates. (Appendix II).

2.2.3 Organizational Skills:

The individual demonstrates strong organizational skills by maintaining and categorizing various documents related to statutory compliance, training matrices, and training records.

2.2.4 Communication and Follow-Up:

Effective communication is evident in tasks such as contacting individuals to follow up on missing documents and communicating progress on pending training to respective Heads of Departments (HODs).

2.2.5 Training and Development:

The individual has experience conducting training sessions and maintaining training records, indicating proficiency in training and development activities.

2.2.6 Attention to Detail:

Tasks like reviewing annual user assessments, calibration certificates, and pest control logbooks showcase attention to detail to ensure proper documentation and compliance.

2.2.7 Adaptability and Learning Agility:

Reviewing revised SOPs to identify changes and creating job descriptions highlight adaptability and a willingness to learn and incorporate new information into existing processes.

2.2.8 Proactive Approach:

Initiatives like identifying cleaning requirements and preparing cleaning schedules demonstrate a proactive approach to maintaining organizational hygiene standards.

2.2.9 Planning and Scheduling:

Identifying cleaning requirements and preparing cleaning schedules require effective planning and scheduling to ensure cleanliness standards are maintained efficiently.

2.2.10 Legal and Regulatory Knowledge:

Gathering knowledge of PF, ESIC, LWF, and other labor laws is crucial for ensuring compliance and avoiding legal issues related to employee management.

2.2.11 Personal Development:

Learning about the importance of a positive work environment, good communication skills, and self-confidence highlights the significance of personal development in professional success.

2.2.12 Resilience ad Learning from Mistakes:

Understanding that it's okay to make mistakes but crucial to learn from them underscores the importance of resilience and continuous improvement in the workplace.

2.2.13 Health, Safety, and Environment (HSE) Awareness:

Gaining awareness of health, safety, and environmental considerations within the workplace, emphasizing the importance of prioritizing employee well-being and complying with HSE regulations to create a safe and healthy work environment.

2.3   Challenges

1. Understanding Pharmaceutical Departments: Struggled to grasp departments like analytical development, formulation development, etc., because they were all related to the pharmaceutical industry, which was new and complex for me as an MBA student.

2. Difficulty in Understanding Procedures: Found it hard to understand the procedures within these pharmaceutical departments due to their technical nature and my lack of familiarity with the industry.

3. Learning Pharmaceutical Language: Some of the terms used in the pharmaceutical industry were unfamiliar to me, making it challenging to comprehend discussions and procedures.

4. Research Collection: Had trouble collecting responses for research projects, possibly because of uncertainty about the appropriate methods or difficulty accessing necessary information.

5. Providing SOP Training: Before teaching housekeeping employees standard operating procedures (SOPs), I needed to fully understand the rules and procedures myself, which was sometimes challenging.

6. Obtaining Employee Feedback: Found it tough to gather honest and open feedback from employees, possibly due to reluctance or hesitance on their part to share their thoughts freely.

7. Adapting to New Environment: Adjusting to the pharmaceutical industry environment as an MBA student was a big challenge, especially when dealing with unfamiliar terms, procedures, and practices.

CHAPTER 3: INTRODUCTION TO RESEARCH

3.1 Introduction

Employee retention is a pressing concern for organizations across various industries, including the pharmaceutical sector, where the talent competition is fierce. In the dynamic landscape of today's business environment, retaining skilled and experienced employees is not only challenging but also crucial for maintaining a competitive edge and ensuring organizational success. Sanofi, a prominent global pharmaceutical company dedicated to enhancing healthcare worldwide, recognizes the pivotal role of retaining its talented workforce in driving innovation, upholding operational excellence, and fulfilling its mission of serving patients. High turnover rates pose significant costs to organizations, including expenses related to recruitment and training, as well as disruptions to productivity.

Research indicates that many employees actively seek new opportunities due to better compensation, career advancement prospects, and dissatisfaction with their current roles. To tackle this challenge, organizations increasingly focus on developing comprehensive retention policies encompassing various aspects of the employee lifecycle, from recruitment to training and development. Traditional retention methods are being supplemented with modern strategies such as improved communication processes, transparent recruitment practices, diversity and inclusion initiatives, and enhanced opportunities for professional growth. Recognizing the importance of retaining top talent for sustained success and competitive advantage, organizations like Sanofi are investing in understanding the factors influencing employee turnover and implementing initiatives to bolster retention efforts. This paper aims to critically analyse existing research on employee retention, synthesizing both traditional and contemporary approaches, to offer valuable insights and strategies for HR managers entrusted with retaining and prolonging employee tenure within organizations like Sanofi.

(Chipunza, Employee retention and turnover: Using motivational, July, 2009) The retention of skilled employees has emerged as a critical concern for managers globally, given the escalating rates of employee turnover amidst intense competition in today's business landscape. Skilled personnel are pivotal for organizations, driving competitive advantage and market success. However, attracting and retaining such talent has become increasingly challenging, particularly in regions like South Africa, where skilled individuals are lured by enticing opportunities abroad. This trend not only poses a threat to organizational investment but also underscores the necessity for effective retention strategies. While various studies have explored the link between turnover and recruitment, limited attention has been given to retention strategies. This study aims to address this gap by examining the utilization of intrinsic and extrinsic motivational factors in influencing employee retention across public and private sector organizations, ultimately aiming to mitigate turnover rates and secure talent.

(Mathew, September 2012) Employee turnover is a widespread challenge for organizations worldwide, including the Indian IT sector, where significant investments are made in recruitment and development. It poses a potential loss for firms, prompting HR managers to implement robust retention strategies. Although the recession temporarily decreases turnover, it tends to resurface once the economy stabilizes, underscoring the persistent nature of this issue. Employee turnover poses a significant challenge for organizations, particularly in sectors like the Indian IT industry, where recruitment and development investments are substantial. While the current economic downturn has temporarily mitigated this issue, it tends to resurface once stability returns. Factors such as job stress, lack of commitment, and dissatisfaction contribute to employee departures. Dissatisfaction may stem from compensation, job security, autonomy, and interpersonal relationships. HR managers strive to curb turnover by implementing effective retention strategies to mitigate potential losses for the firm.

(N. Hemalatha, August 2013) Employee retention and fostering commitment within organizations, highlighting their significance amidst rising competition. Recognizing employees as the company's greatest assets, organizations prioritize retention strategies to maintain an effective workforce while meeting operational needs. HR practices encompass a range of people-related issues such as compensation, hiring, motivation, performance management, and training, strategically managed to acquire, develop, and retain talent. Employee commitment is emphasized for enhancing performance, morale, and reducing turnover rates, with HR experts and managers playing pivotal roles in implementation. By fostering employee commitment, organizations aim to improve productivity, team performance, and overall success, necessitating the establishment of comprehensive retention strategies to retain top talent and ensure organizational success.

According to (M.S.Kamalaveni, May 2019) Employee retention has emerged as a critical focus for organizations worldwide, particularly in the dynamic and competitive environments shaped by the establishment of multinational companies in the late 1990s. Retaining talent within global organizations poses unique challenges compared to national business scenarios. Defined as the ability to keep employees within an organization, retention is paramount in human resources management. Every employee holds the right to move between organizations, driven by factors such as pay, work environment, career development, and recognition. Organizations invest significantly in recruitment and training, making retention imperative for leveraging these investments effectively. To address turnover, organizations formulate policies spanning recruitment, training, compensation, and job design. This paper aims to review existing research on employee retention, aiding HR managers in devising effective strategies to enhance employee tenure and organizational stability.

(Peter Rodgers, January 2020)Employee retention is a critical concern for organizations aiming to maintain productivity, stability, and performance. Scholars and practitioners have long

recognized the significance of retaining skilled employees, particularly in the context of mergers and acquisitions (M&As), where turnover rates tend to escalate. Despite the emphasis on financial and strategic aspects of M&As, the high rate of employee turnover following these events underscores the need to understand the underlying psychological mechanisms influencing retention. Psychological ownership emerges as a crucial factor, offering insights into employees' commitment, involvement, and feelings of possession within the organization, thereby affecting their propensity to stay or leave post-M&A. By examining the intricate interplay between psychological ownership, employee commitment, autonomy removal, and retention, this paper aims to advance understanding and provide practical implications for managing employee retention during organizational transitions such as M&As.

(Lee, Dec 2023) Employee engagement is a critical aspect of organizational success, reflecting the commitment, motivation, and satisfaction of employees within the workplace. In today's competitive landscape, organizations recognize the pivotal role engaged employees play in driving productivity, innovation, and overall performance. Consequently, strategies aimed at fostering employee engagement have become increasingly paramount, with a focus on creating supportive environments where employees feel valued, heard, and empowered to contribute their best. Effective employee engagement initiatives not only enhance retention rates but also cultivate a positive organizational culture conducive to growth and success.

(Haque, December 2023) India's IT and IT-enabled services sector has seen significant growth, playing a vital role in the country's economy and job market. However, retaining employees in this industry poses challenges due to factors like fast-paced work environments, repetitive tasks, unusual working hours, and limited learning opportunities. Despite some studies addressing these issues, there's a lack of a comprehensive review. This study aims to fill this gap by conducting a systematic review of existing research on employee retention in the Indian

IT sector. By analysing previous findings, the study aims to identify key factors influencing retention and develop effective strategies to address them.

3.2   Literature Review

(Chris Smith, 17 Feb 2007)This article examines how Japanese firms in Telford address labour turnover challenges. It highlights constraints like fixed wages and non-poaching rules, which limit traditional solutions such as higher pay or union representation. Instead, firms focus on alternative strategies like selective hiring and job standardization. These findings suggest a shift towards a new social contract between labour and capital, emphasizing management control over workforce mobility. The study underscores the need for further exploration of strategies like temporary employment agencies to manage turnover effectively.

(Samuel, September 2009) The study shows how several factors influence whether employees decide to stay or leave an organization, especially when facing competition. These factors include opportunities for training and development, recognition for good performance, competitive salaries, and job security. However, the study stresses the importance of taking a comprehensive approach to retention policies. This means recognizing the significance of both intrinsic motivators like job satisfaction and extrinsic factors like rewards. By considering and balancing these different aspects of employee motivation, organizations can improve retention rates and address the challenges of high turnover. This underscores the need for organizations to develop thoughtful retention strategies that promote a stable and committed workforce.

(Anis, December, 2010) This article delves into the factors influencing employee retention, including the work environment, compensation, and training. It finds that providing training positively impacts employee satisfaction with compensation, leading to longer retention. The study underscores the importance of retaining employees for gaining a competitive edge, as it boosts firm performance and cuts down on hiring and training expenses. However, limitations

such as a small sample size and low response rate are acknowledged, along with the specific cultural context of Lahore, Pakistan, which may limit generalizability. Future research should broaden its scope with larger, more diverse samples across various regions to explore additional factors affecting retention, like employee productivity and performance.

(Mathew, Employee Retention Strategies: IT Industry, September, 2012.) As per this article employee retention strategies in preserving valuable talent within organizations. Acknowledging the individualized nature of employee needs, HR managers face the challenge of identifying and implementing effective retention strategies tailored to diverse perceptions. Communication emerges as a crucial tool in fostering a conducive work environment, as highlighted by secondary data sources. Understanding and addressing employee needs is emphasized as paramount for enhancing retention, with organizations urged to prioritize making employees feel valued through appropriate HR practices and policies. While it may be impractical to meet every demand, efforts to convey the importance of employees to the organization can contribute significantly to fostering loyalty and retention.

(Hemalatha, August 2013)The study conducted at GB Engineering Enterprises Pvt Ltd focused on employee retention techniques and found that the majority of respondents favored and appreciated the measures implemented by the company. These findings suggest that the company serves as a model for adopting positive strategies to retain employees, thereby contributing to a happy workforce. The study underscores the importance of effective retention techniques in enhancing employee satisfaction and suggests that other organizations could benefit from adopting similar approaches.

(Anvari, September, 2013) The paper puts forward a research proposal aimed at exploring the importance of learning and development opportunities and the psychological contract among Malaysian engineers, along with their perceived need for such opportunities and contracts.

Through an investigation across different firm types, the study seeks to identify retention challenges and potential discrepancies between L&D strategies and engineers' expectations, needs, and psychological contracts regarding retention. Implementing this program could help in nurturing a skilled talent pool, aligning with efforts to advance Malaysia's status as a high-income nation. This highlights the significance of recognizing and addressing engineers' retention concerns to bolster national economic objectives.

(Erickson, December 2015)As the relationship between employees and employers evolves in the modern era, it's important to rethink how we retain talent. One promising idea is called idiosyncratic deals (I-Deals), where employees negotiate personalized terms with their employers to meet their unique needs. While this sounds good, it can raise concerns about fairness and commitment from other employees. Another concept to consider is "tours of duty," where employees take on specific roles for a set time, focusing on learning and building networks. This approach encourages trust and growth for both parties, moving away from the idea of long-term loyalty.

(Daniel Pittino, 17 May 2016) Highlights the limited understanding of HRM practices in family firms compared to non-family businesses. It emphasizes the need to investigate how High-Performance Work Practices (HPWPs) impact employee retention within family firms under varying levels of family influence. Previous research indicates this area is underexplored. The study aims to fill this gap by examining the interaction between formal HRM practices, family influence, and retention. It suggests future research should explore informal HRM dimensions and employ qualitative methods to understand relational dynamics better. Overall, the literature review underscores the importance of studying HRM practices in family firms and identifies areas for further investigation.

(Fahim, July 2018) This study addresses the relationship between Strategic Human Resource Management (SHRM) and employee retention within public organizations, particularly in developing countries like Egypt. It concludes that the adoption of best SHRM practices, as evidenced by the National Bank of Egypt (NBE), contributes to retaining core public employees, though further improvement efforts are needed. The research offers valuable insights for both theory and practice by presenting a conceptual framework identifying SHRM activities that enhance employee retention and proposing practical guidelines for executives and policymakers in the Egyptian public sector. However, the study acknowledges limitations, including reliance on respondent information and the constraints of the period studied, marked by significant challenges and transformations in Egypt's labor market. Despite these limitations, the study provides important recommendations for enhancing workplace experiences and reducing employee turnover intentions

(Puteh, August 2020) This study investigates the impact of Corporate Social Responsibility (CSR) practices on employee retention, especially among Gen Y accountants, highlighting their heightened awareness of CSR initiatives. Conducted in the Klang Valley area of Malaysia, it reveals a strong correlation between CSR dimensions and employee retention, with philanthropic responsibility emerging as the most influential factor, challenging traditional views. The findings emphasize the need for organizations to adapt their CSR practices to meet the evolving expectations of Gen Y employees, who will soon dominate the workforce, to enhance retention efforts and overall organizational sustainability.

According to (William Y. Degbey a, 13 January 2020) article proposes a conceptual model to enhance employee retention following mergers and acquisitions (M&A) by focusing on psychological mechanisms rather than traditional legal/formal ownership approaches. It highlights the significance of psychological ownership, arguing that it positively influences retention through commitment and involvement. The loss of acquired firm autonomy is

suggested to moderate these effects. The authors note a gap in M&A research, particularly in the human resource management (HRM) stream, which predominantly relies on legal/formal ownership systems. They emphasize the importance of instilling psychological ownership rather than financial ownership among employees, citing evidence that financial incentives may have negative effects on retention. The review underscores the need to consider psychological factors in understanding and managing employee retention post-M&A, offering theoretical implications and directions for future research and practice.

(Taylor, March 2022)The discussion highlights the need to reevaluate the perceived link between occupational pensions and employee turnover, particularly within the UK context. While employers traditionally saw pension offerings as crucial for retaining staff, recent insights suggest this viewpoint might be overstated. The true impact of pensions on turnover reduction or talent attraction isn't universally confirmed, with notable retention effects primarily seen among those nearing retirement. Some research suggests pensions could serve more as an attraction tool, especially with final salary schemes facilitating early exits. However, further studies are required for clearer understanding. It's cautioned that policymakers shouldn't assume employers will maintain pension offerings solely for retention, given the soft and limited belief in their effectiveness. This poses concerns about the potential repercussions of overly stringent or costly regulations on future pension provision

(Dimitrios Chatzoudes, February 2022)This study examines key factors influencing employee retention in European countries, proposing a novel conceptual framework that emphasizes organizational elements within managerial control. It identifies three dimensions—HR Practices, Working conditions, and Mission and orientation—as indirect drivers of retention through influencing work attitudes. Findings validate the framework, highlighting the significance of supportive relationships, organizational climate, and strategic HR practices in enhancing retention. Surprisingly, employee engagement doesn't directly impact retention,

suggesting a nuanced relationship. However, both employee commitment and job satisfaction emerge as crucial factors in retaining employees, underscoring the importance of cultivating positive work attitudes.

(Chatzoudes, Feb 2022) This study introduces a new way of looking at why employees stay in their jobs in Europe. It focuses on things that companies can control, like how they manage their employees (HR practices), the working environment, and the company's overall mission. These factors indirectly affect whether employees decide to stick around by shaping how employees feel about their work. The study found that having good relationships at work, a positive atmosphere, and effective HR practices all help keep employees on board. Surprisingly, being engaged in your work didn't directly affect whether employees stayed or not. Instead, feeling committed to the company and being satisfied with the job were the big factors. This shows how important it is for managers to create a positive work environment that makes employees want to stay. The study's findings are backed up by real data and give useful advice for companies in Europe looking to keep their employees happy and loyal.

(Aftab, June 2022)This study looks at how university employees feel about their jobs and how it affects their behavior at work. It finds that feeling connected to their job, being happy with it, and being engaged in their work are all important for employees to do extra tasks for their organization. It also finds that when employees are satisfied with their job and feel engaged, they are less likely to want to leave their job. Unlike other studies, this one asks the employees directly about their feelings instead of asking their bosses. This study is unique because it focuses only on university employees. Overall, it shows that for employees to stay at their jobs, organizations need to make them feel appreciated and give them chances to grow.

(Fatemeh Mozaffari, 6 November 2022) This article underscores the significance of employee attrition as a barrier to organizational productivity, citing Singh et al. (2012) for its multifaceted

causes. This study employs a mixed-methods approach to analyse attrition factors in a pharmaceutical company. Quantitative analysis identifies key variables like benefits and contract duration, while qualitative interviews reveal nuanced factors such as working conditions and career advancement opportunities. The study emphasizes the importance of integrating data mining with qualitative insights to comprehensively understand and address employee attrition, offering theoretical and practical contributions.

(Heyar, March 2022)This article explored the multifaceted nature of employee turnover, identifying various factors that play a role. However, relying solely on self-reported questionnaires for data collection may introduce inconsistencies in results due to individual perceptions. In an attempt to address this issue, the current study took a different approach, using quantitative indicators from annual financial reports of relevant companies to assess employee turnover and its drivers. This methodological shift aimed to offer new insights into turnover dynamics and contribute to ongoing discussions in the field. Contrary to common assumptions, the study found that salary competitiveness doesn't significantly affect turnover, while employee productivity has a positive impact. Additionally, factors such as market growth and company size were found to have a negative association with turnover rates in Jordanian pharmaceutical companies. These findings offer valuable insights for researchers and practitioners striving to tackle employee retention challenges effectively.

(Ping, Dec 2023) The study investigates the impact of various factors on employee retention, highlighting salary, compensation, and career enhancement as significant predictors while revealing no significant relationship with work-life balance. The findings suggest that the company's management should prioritize revising human resource practices, particularly focusing on enhancing salary and compensation packages and providing opportunities for career advancement. Furthermore, the study recommends offering greater job flexibility through initiatives like career development training, mentoring, job mobility, and shorter

workdays. Additionally, implementing flexible wellness options such as counseling services and health programs could further contribute to retaining employees by demonstrating their value to the company, ultimately fostering employee satisfaction and retention.

(Younis, February 2023) This articles study looks at how Social Network Analysis (SNA) can help us understand why employees leave their jobs. It finds that the idea that employees in the center of social networks stay longer isn't always true. Instead, factors like where employees are in the network can affect whether they stay or leave. The study also shows that when one person leaves, it can influence others in their group to leave too, and influential people like CEOs can have a big impact on turnover. However, there are still gaps in our understanding of how to keep employees from leaving. To help with this, the study suggests a new model that uses social network information to identify and keep valuable employees, which can make organizations more competitive. This shift in focus from "will they leave?" to "will they stay?" gives organizations a chance to improve how they manage their employees and stay ahead of the competition.

(Haque, December 2023) This study looks at how to keep tech workers in their jobs, which is really important for businesses to stay ahead. It checks out what makes techies leave and suggests ways to make them stay. It says things like not seeing a future at work and not feeling appreciated are big reasons people leave. It says bosses can help by making jobs more interesting and by talking about career opportunities. But the study says it only looks at tech companies in India, so it might not be the same everywhere. Still, it gives good ideas for keeping tech talent around, which is super important for India's tech industry and the country's economy.

3.3   Research Gap

Despite the implementation of various retention strategies and the provision of competitive compensation packages and engagement initiatives, Sanofi Healthcare in Verna, Goa, has witnessed a notable increase in employee turnover over the past year. This suggests that there may be underlying factors contributing to employee attrition that have not been adequately addressed by current retention efforts. The research gap lies in understanding these factors and identifying opportunities for improving retention practices to reduce turnover rates and enhance organizational stability and performance.

3.4   Research Questions

- What are the root causes contributing to the rise in employee turnover rates?

- Which factors should be examined to develop effective retention strategies to reduce employee turnover?

3.5   Research Objectives

- To identify the root causes contributing to the rise in employee turnover rates.
- To examine factors to develop effective retention strategies aimed at reducing employee turnover.

3.6   Research Methodology

In conducting my research, I adopted a qualitative methodology to investigate the high attrition rate among associate employees in the Quality Assurance and Analytical Development departments of the organization. Drawing on my experience from a 2-month internship in 2023 and another 2-month internship in 2024, I observed significant differences in the employee turnover in these 2 departments. To delve deeper into the reasons behind this phenomenon, I designed an open-ended questionnaire to interview each associate employee individually. also referred to secondary data from research papers.

The questionnaire aimed to uncover their reasons for leaving, potential reasons for considering leaving in the future, satisfaction levels with their current role and the organization as a whole, and expectations for remaining with the company. All responses were manually analysed to identify recurring themes and insights, ultimately informing recommendations for mitigating attrition and improving employee retention strategy.

CHAPTER 4: DATA ANALYSIS

Objective 1: To identify the root causes contributing to the rise in employee turnover rates.

Table 1 Employees Feedback

Employees	Reasons
Employee 1	• Have to work even on weekends and after hours. don't receive proper salary slips. • While I'm not entirely satisfied with my current role, I do appreciate the overall environment and culture of the organization.
Employee 2	• Lack of accommodation for employees from outside. Feeling overworked and sometimes not able to join fun activities. • While I'm not entirely content with my current role, I do find satisfaction in the overall organization.
Employee 3	• Balancing tasks from two departments, People and culture and Quality Assurance working on weekends is becoming challenging. Also, not receiving proper salary slips. • While my current roles aren't fulfilling, I'm content and happy with the organization overall.
Employee 4	• Due to a lack of staff, the workload feels overwhelming. there are no growth opportunities • Despite this, I'm content with my current role because of my expertise and satisfaction with the organization.
Employee 5	• Lack of accommodation for employees from outside are causing concerns, and I'm seeking better opportunities for the future. • Despite this, I'm content with both my current role and the organization overall.

Employee 6	• Limited or no growth opportunities and also no appreciation and recognition from superiors • Not satisfied with the current role same role for past 2 years but satisfied with the organization as a whole
Employee 7	• Because there are no growth opportunities, and I'm seeking better opportunities elsewhere. • I'm content with my current role and the organization overall because the department staff is very supportive and helpful.
Employee 8	• We're not receiving proper salary slips with our designation and lack company information. There's also excessive workload and no accommodation for employees from outside Goa. • I'm dissatisfied with both my current role and the organization, feeling very little satisfaction overall.
Employee 9	• I'm considering leaving for better opportunities, but I'm highly satisfied with both my current role and the organization overall. • If the company offers opportunities to learn new skills, I'd be more inclined to stay because I value continuous improvement.
Employee 10	• Thinking about finding a new job with more chances to grow, • I really like my current job and the company I work for.
Employee 11	• Want to pursue my master's degree to enhance my career prospects, despite feeling unsatisfied in my current role. • Appreciate the organization's efforts in maintaining a positive work-life balance and caring for its employees.

Employee 12	- completed two years already, but leaving because shifting to another state permanently and found a better job there. - satisfied with my current role and the organization overall, but the move is necessary for personal reasons.
Employee 13	- Considering leaving due to daily headaches from excessive workload and stress. - Not fully satisfied with current role; applied for a different job in the same department but got a different position. However, satisfied with the organization overall.
Employee 14	- Lack of accommodation and will be the reason - Overall satisfied with the current role and responsibilities and also the organisation as a whole.

Source: Authors Compilation

According to the feedback provided by employees 1, 2, 3, 4, 8, and 13, the primary reason for turnover in the organization is the **heavy workload**. Employees often find themselves working on weekends and after hours due to the excessive amount of work. This workload also prevents them from participating in engagement or training sessions, and even when they do attend, they may have to wait extra hours. The root cause of this workload is the lack of sufficient staff, leading to current employees having to handle the workload of multiple people. In some cases, one employee is tasked with managing the work of two different departments simultaneously. This overwhelming workload is resulting in stress and headaches for employees, making it difficult for them to cope. Addressing this issue by hiring more staff or redistributing tasks is crucial to alleviate the burden on employees and improve their well-being.

It appears that there are concerns among employees 1, 3, and 8 regarding the **lack of proper salary slips being provided to them**. They emphasize the importance of receiving accurate

and properly formatted salary slips as it makes them feel valued by the company. Additionally, they express apprehension about the potential consequences of not having proper salary slips when seeking employment elsewhere. They believe that having accurate designation and company details on their salary slips is crucial, as it adds credibility and validity to their employment history. Without proper salary slips, employees may face challenges when proving their work experience and salary history to prospective employers. Therefore, ensuring the timely and accurate provision of salary slips is essential for maintaining employee satisfaction and credibility in the job market.

The feedback provided by employees 4, 5, 6, 7, 9, 10, and 12 highlights a common theme of dissatisfaction with the **lack of growth opportunities within the organization**. These employees express a desire for advancement and better prospects for their future careers. Employee 12's situation, in particular, illustrates how even experienced employees may opt to leave if they perceive better opportunities elsewhere, such as in a different state. One contributing factor to this dissatisfaction seems to be the company's approach to promotions, where internal candidates with experience in the company are overlooked in Favor of employees from other sites. This practice can lead to feelings of undervaluation and demotivation among existing staff, prompting them to seek opportunities elsewhere. It takes a long time—usually three to five years—before employees get promoted. This slow pace of growth might make employees feel frustrated and unmotivated because they have to wait so long to move up in their careers.

Employee 6's complaint about the **lack of appreciation and recognition** from superiors highlights a crucial aspect of employee engagement and motivation. Without acknowledgment and praise for their efforts, employees may feel undervalued and demotivated, leading to decreased job satisfaction and potentially higher turnover rates

Employee 2, 5 and 8, as well as employee 14, highlight a significant issue within the organization regarding the **lack of accommodation** provided for employees from outside the local area and specifically Goa. This deficiency poses a substantial obstacle for employees relocating or traveling for work, potentially impacting their ability to join or stay with the company. Without proper accommodation support, employees may face difficulties in finding suitable housing, leading to decreased job satisfaction and retention.

Employees 1, 2, 3, 6, and 13 express varying degrees of dissatisfaction with their current roles, citing reasons such as lack of fulfilment or being in the same role for an extended period. However, despite these concerns, they all share a positive view of the organization overall. Their dissatisfaction seems to stem from factors like workload or lack of advancement opportunities within their roles. Despite these challenges, they appreciate the overall environment, culture, and supportiveness of the organization, indicating that while there may be room for improvement in their specific roles, they still value their association with the company.

Employees 4, 5, 7, 9, 10 ,11,12 and 14 express high levels of satisfaction with both their current roles and the organization as a whole. They cite several factors contributing to their contentment, such as expertise in their roles, overall satisfaction with the organization, supportive colleagues, and the provision of various amenities and perks by the company. These amenities include transport services, meals, snacks, and engaging employee sessions. These factors collectively contribute to a positive work environment and enhance their overall satisfaction with their roles and the organization, highlighting the importance of employee benefits and a supportive workplace culture in fostering employee happiness and retention.

Employee 8 expresses significant dissatisfaction with both their current role and the organization as a whole, indicating a notable lack of satisfaction overall. This suggests that

there may be underlying issues within the role or the organization that are negatively impacting their experience. Such dissatisfaction could stem from various factors such as workload, lack of growth opportunities, poor management

Objective 2: To examine factors to develop effective retention strategies aimed at reducing employee turnover.

Table 2 Employees Feedback

Employees	Reasons
Employee 1	• My satisfaction would greatly increase if I see opportunities for growth and promotion within the company, as it would make me feel more secure about my future here.
Employee 2	• Feeling valued through appreciation of my efforts would boost my morale and motivation to remain with the company. And also if they can help with company providing accommodation
Employee 3	• Opportunities for skill development and professional growth along with workload management will motivate me to stay in the company and work-life balance
Employee 4	• I'd be inclined to stay if the company offered promotions, appreciation, and recognition for my hard work. And workload management also being important for job satisfaction
Employee 5	• I believe in equal treatment for everyone and would appreciate recognition from my superiors for my contributions.
Employee 6	• They should provide or at least discuss the growth opportunities with employees so employees will stay motivated

Employee 7	• I believe the company should offer growth opportunities. Additionally, providing bonuses or rewards for good work would motivate me to stay and continue giving my best effort.
Employee 8	• It's crucial for the company to provide proper salary slips to make employees feel valued and to offer accommodation for those outside Goa.
Employee 9	• If the company offers opportunities to learn new skills, I'd be more inclined to stay because I value continuous improvement.
Employee 10	• If they offer good training or chances to learn new things, I'd be happy to stay longer because I want to keep getting better at what I do.
Employee 11	• Likely to stay if the company could offer assistance with my further studies or provide support in other ways.
Employee 12	• Not responded
Employee 13	• If given the job I applied for and offered a reduced workload for better work-life balance, would increase job satisfaction and likelihood of staying.
Employee 14	• I'd like to stay for longer period if company provide accommodation

Source: Authors Compilation

Employees 1, 3, 4, 6, 7, 9, and 10 all express a desire for opportunities for growth, skill development, and professional advancement within the company. They emphasize that access to such opportunities would significantly impact their satisfaction and motivation to remain with the organization. Employee 1 stresses the importance of growth and promotion for feeling secure about their future within the company, while Employee 4 highlights the significance of promotions, appreciation, and recognition for their hard work. Similarly, Employees 3, 6, 7, 9,

and 10 underscore the value of skill development, training, and continuous improvement in their decision to stay with the company. These collective sentiments highlight the importance of providing avenues for career advancement and learning opportunities to retain talented employees and foster a culture of growth and development within the organization.

Employee 2, Employee 8, and Employee 14 all express the importance of feeling valued and supported by the company, with specific emphasis on accommodation provision. Employee 2 highlights the significance of appreciation for their efforts as a means to boost morale and motivation, alongside the desire for accommodation assistance. Similarly, Employee 8 stresses the value of proper salary slips for feeling valued, along with the necessity of accommodation support, especially for those outside Goa. Employee 14 echoes the sentiment, indicating a willingness to stay longer if accommodation is provided by the company. These shared concerns underscore the importance of recognition, support, and practical assistance in fostering employee satisfaction and retention within the organization.

Employees 2, 4, 5, and 7 emphasize the importance of feeling valued and recognized for their contributions as a key factor in their decision to stay with the company. Employee 2 highlights the significance of appreciation for their efforts in boosting morale and motivation, while Employee 4 mentions the importance of promotions, appreciation, and recognition for their hard work. Similarly, Employee 5 stresses the importance of equal treatment and recognition from superiors for their contributions. Employee 7 suggests that providing bonuses or rewards for good work would serve as a motivating factor for them to stay and continue giving their best effort. These sentiments collectively underscore the significance of appreciation, recognition, and fair treatment in fostering employee satisfaction and retention within the organization.

Employees 3, 4, and 13 all emphasize the importance of workload management in their decision to stay with the company and their overall job satisfaction. Employee 3 mentions that

effective workload management and achieving a work-life balance would motivate them to remain in the company. Similarly, Employee 4 highlights the significance of workload management for job satisfaction. Employee 13 indicates that if they were offered a reduced workload for better work-life balance, it would increase their job satisfaction and likelihood of staying with the company.

CHAPTER 5: FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings

Findings 1

After analysing the interviews, it was found out that due to the heavy workload they experience, many employees report working long hours, including weekends, to manage the excessive amount of work. This overload not only prevents them from participating in essential engagement or training sessions but also contributes to stress and headaches. The root cause of this issue seems to stem from a lack of sufficient staff. With continuous turnover in the quality assurance department, there is a shortage of personnel, leading to existing employees being overloaded with tasks. As a result, they are forced to handle the workload of multiple people and manage tasks from two different departments simultaneously. This overwhelming workload negatively impacts employee well-being and makes it challenging for them to cope, ultimately exacerbating the turnover problem.

Finding 2

Employees are concerned about not receiving proper salary slips from the company. They emphasize the importance of accurate and well-formatted slips, as it makes them feel valued and credible. Currently, the slips lack essential details like job title and company information, which could affect their credibility when seeking new employment. It's crucial for the company to provide timely and accurate salary slips to maintain employee satisfaction and credibility in the job market.

Finding 3

Many employees are unhappy because they don't see chances to grow in the company. They want to move up and have better opportunities for their future careers. But the way the company promotes people makes them feel even disappointed. They feel like they're not being

appreciated or encouraged to do better. Even when promotions happen, they often have to wait for 3 or 5 years, which makes them feel stuck. This makes them want to leave and find better opportunities somewhere else.

Finding 4

Employees, particularly those from outside the local area, face challenges due to the lack of accommodation provided by the company. This deficiency not only affects employee comfort and well-being but also hinders the organization's ability to attract and retain talent from diverse geographical backgrounds. Improving accommodation support is essential to enhancing employee satisfaction and retention.

5.2   Suggestions

Suggestion 1

To address the issue of employee turnover due to workload, the organization can implement proactive measures. Firstly, before an employee leaves, the company should ensure that a replacement is hired in advance. This allows for a smooth transition and proper handover of work responsibilities, minimizing disruption to operations. Additionally, hiring additional staff in the department can help distribute the workload more evenly among team members. By increasing the workforce, tasks can be shared more effectively, reducing the burden on individual employees and mitigating the risk of burnout and turnover. These proactive solutions aim to improve employee satisfaction and retention by ensuring that workload demands are manageable and sustainable.

Suggestion 2

Automated Salary Slip System: Implement an automated system for generating salary slips that includes accurate and well-formatted details such as job title and company information. This system can ensure consistency and reduce errors in the generation of salary slips. Template Customization: Customize the salary slip templates to include all essential details required by employees, such as job title, company name, and other relevant information. This customization can be tailored to meet the specific needs and preferences of employees.

Suggestion 3

Offer Professional Development Programs Provide opportunities for employees to enhance their skills and knowledge through training programs, workshops, and certifications. Investing in employees' professional development demonstrates the company's commitment to their growth and encourages them to stay and develop their careers within the organization.

Offer Competitive Compensation and Benefits Ensure that the company offers competitive compensation packages and benefits to attract and retain top talent. This includes salary

increases, bonuses, and other incentives based on performance and tenure, motivating employees to stay and grow with the company.

Suggestion 4

The company should offer accommodation facilities for employees who relocate from another state or area. This can include options such as company-provided housing or assistance in finding suitable accommodation in the local area. By providing accommodation, the company ensures that employees are comfortable and have a smooth transition to their new location, ultimately enhancing their well-being and job satisfaction.

CONCLUSION

Addressing the identified challenges comprehensively requires a strategic approach focused on improving employee well-being, satisfaction, and retention. By implementing proactive measures such as hiring additional staff to alleviate workload burdens, ensuring transparency and accuracy in salary administration through automated systems and template customization, investing in professional development opportunities, and providing accommodation support for relocating employees, the organization can foster a supportive and conducive work environment.

Furthermore, fostering a culture of communication and feedback, where employees feel empowered to voice their concerns and contribute to continuous improvement, is essential. Leadership must play a pivotal role in driving positive change by demonstrating a commitment to employee development, recognition, and inclusivity. By prioritizing employee well-being and professional growth while addressing systemic issues, the organization can cultivate a resilient and thriving workplace culture that attracts and retains top talent, positioning itself for sustainable success in the competitive market landscape.

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ANNEXURE I: QUESTIONNAIR

Objective 1: Identify the root causes contributing to the rise in employee turnover rates.

1. What factors do you believe contribute the most to employee turnover in our organization?

2. How satisfied are you with your current role and the organization as a whole?

Objective 2: Examine factors to develop effective retention strategies aimed at reducing employee turnover.

1. What incentives or benefits would encourage you to stay with the company long-term?
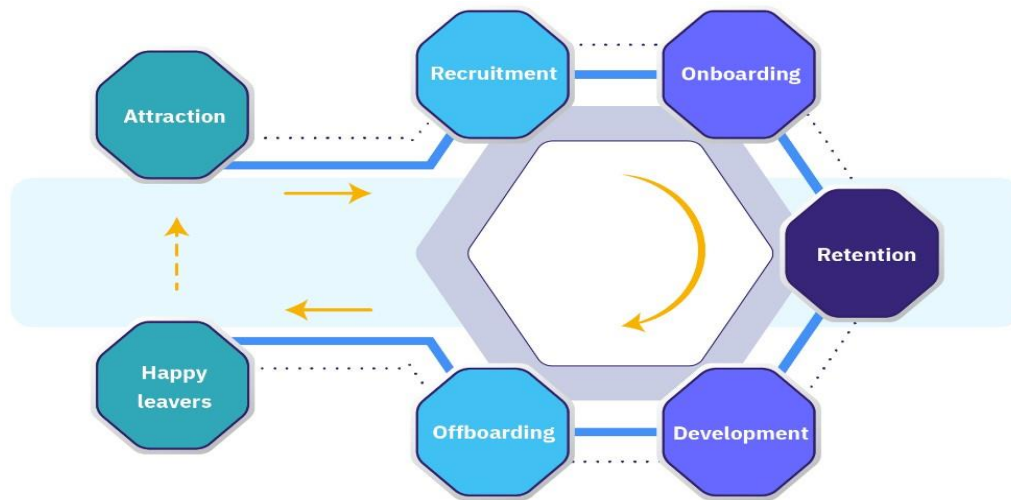
ANNEXURE II: PROJECT ON EMPLOYEE LIFE CYCLE

Image 1Employee Life Cycle

Attraction

Attract employees, employers utilize various strategies. They post job vacancies on online platforms like LinkedIn, Workday, and their company website. They also rely on word of mouth through employee referrals and establish connections with universities and colleges to tap into emerging talent.

Employers also focus on developing a strong employer brand that effectively communicates their company's values, culture, and benefits. This can be achieved by highlighting what sets the organization apart and makes it appealing to potential employees. They display this information through their website, social media presence, and by sharing employee testimonials.

Competitive salaries and benefits packages are offered to align with industry standards. Employers conduct research to ensure that the compensation provided is attractive to potential candidates. Additionally, they consider providing additional rewards such as flexible work hours, remote work options, healthcare benefits, retirement plans, and opportunities for professional development.

By implementing these strategies, employers aim to create a positive and appealing image that attracts and retains talented individuals.

Recruitment

This is the stage where companies search for and attract potential employees to fill job openings. It involves activities such as job postings, interviews, and selection processes.
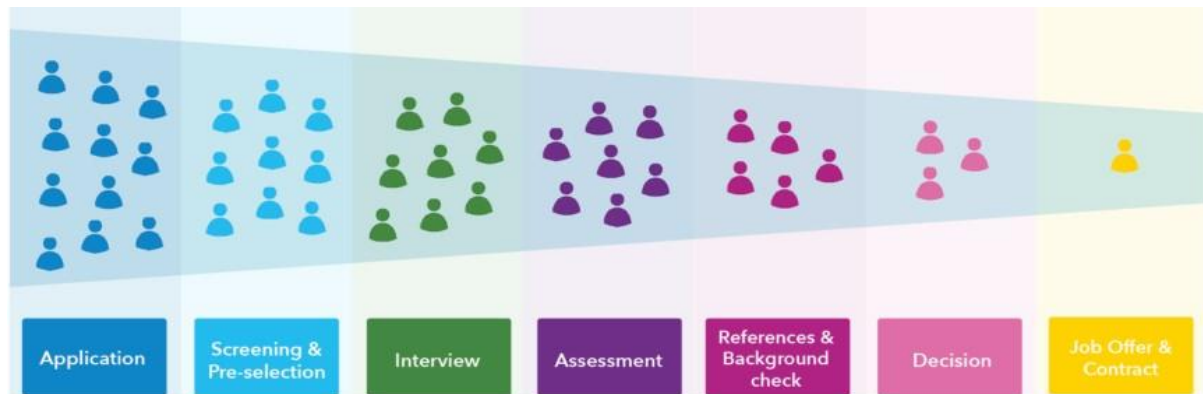

Image 2 Recruitment Process

1. **Application**:

   Candidates interested in a job opportunity can submit their applications through various online platforms. These applications typically include essential documents such as resumes, cover letters, and any additional materials that may be required by the employer. The online platforms serve as a convenient and accessible means for candidates to express their interest and display their qualifications for the position.

2. **Screening**:

   The received applications are reviewed to identify candidates who meet the minimum qualifications and job requirements. This stage helps in shortlisting candidates for further evaluation.

3. **Interview**:

   Shortlisted candidates are invited for interviews. This stage allows employers to assess the candidates' skills, experience, qualifications, and cultural fit through face-to-face, phone, or video interviews.

4. **Assessment**:

   Some organizations conduct assessments or tests to evaluate specific skills or competencies required for the job. This can include aptitude tests, technical assessments, personality assessments, or other relevant evaluations.

5. **Reference and background check**:

   Prior to making a final decision, employers may contact the references provided by the candidates to gather additional information about their work history, performance, and character. Background checks, such as verifying educational qualifications or criminal record checks, may also be conducted.

6. **Job offers and contract**:

   If the candidate successfully clears the previous stages and is deemed the most suitable for the position, a job offer is extended. This includes discussing the terms and conditions of employment, salary, benefits, and any other relevant details. Once the candidate accepts the offer, a formal employment contract may be drafted and signed.

Onboarding

Once a candidate accepts the job offer, they enter the onboarding stage. This is when the new employee gets settled into their role. They complete important paperwork, learn about the company's rules and processes, receive any necessary training, and become a part of the organization's culture and team.

Onboarding helps the employee feel comfortable and ready to start their new job successfully.

Retention

Companies aim to retain talented employees. This stage focuses on creating job satisfaction, offering competitive compensation and benefits, providing work-life balance, and addressing any concerns or issues to encourage long-term commitment.

Strategies To Retain Employees

Job Satisfaction:

Companies focus on creating a positive work environment that fosters job satisfaction. This includes providing employees with challenging and meaningful work, opportunities for growth and advancement, and recognition for their contributions. Regular feedback, performance evaluations, and open communication channels also contribute to job satisfaction.

Competitive Compensation and Benefits:

Retain employees, companies offer competitive salaries and benefits packages that align with industry standards. This includes fair compensation, bonuses, health insurance, retirement plans, vacation time, and other rewards. Regular market research ensures that the compensation remains attractive and commensurate with employees' skills and experience.

Work-Life Balance:

Supporting work-life balance is essential for employee retention. Companies implement flexible work arrangements, such as remote work options, flexible scheduling, or part-time opportunities. By allowing employees to maintain a healthy balance between their personal and professional lives, organizations can enhance job satisfaction and reduce burnout.

Addressing Concerns and Issues:

Promptly addressing employee concerns and issues is crucial for retaining talent. This involves creating a supportive and inclusive work culture where employees feel comfortable voicing their concerns. Companies should establish effective channels for feedback and provide appropriate resolutions to address any issues that arise.

Employee Engagement:

Engaged employees are more likely to stay with an organization. Companies foster employee engagement by promoting teamwork, collaboration, and involvement in decision-making processes. Regular communication, team-building activities, and recognizing and rewarding employees' achievements contribute to a positive and engaging work environment.

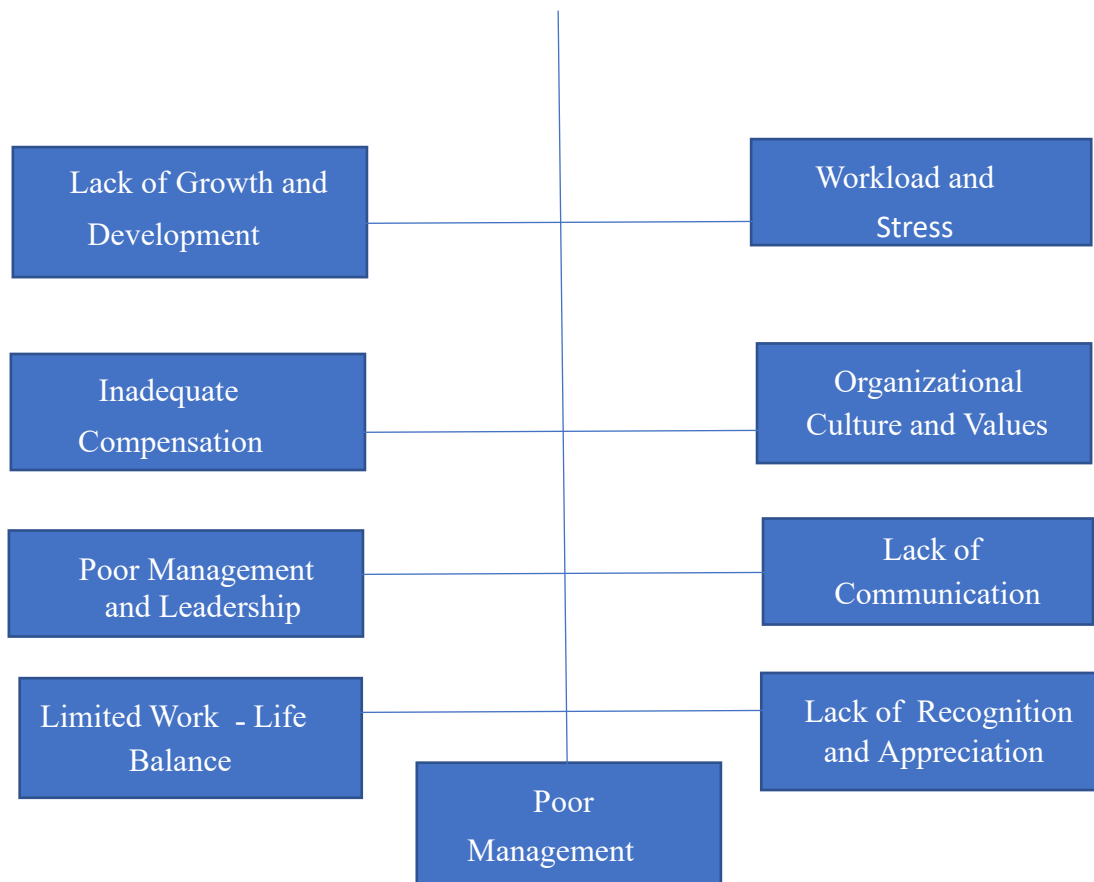Here are some of the reasons for high employee turnover

Figure 1 Reasons for high employee turnover

Development

Development in the employee life cycle refers to the stage where organizations focus on enhancing the skills, knowledge, and capabilities of their employees. It is a continuous process that aims to support employees in their professional growth and maximize their potential within the organization. Development activities are designed to improve job performance, increase employee engagement, and prepare individuals for future roles and responsibilities.

During the development stage, companies provide numerous opportunities for employees to learn, acquire new skills, and expand their knowledge base.

Offboarding

Resignation or Termination Notice: When an employee decides to leave or is terminated, they provide formal notice to initiate the offboarding process.

Exit Interviews: Organizations conduct interviews to gather feedback from departing employees about their experiences and reasons for leaving, helping identify areas for improvement

Knowledge Transfer: Departing employees document and transfer their knowledge, tasks, and responsibilities to ensure a smooth transition for colleagues or successors

Return of Company Asset: Employees return any company property, such as laptops or access cards, to protect the organization's assets and enable their use by others.

Final Pay and Benefits: The organization calculates and provides the departing employee with their final pay check and adjusts benefits accordingly.

Exit Documentation and Paperwork: HR manages necessary paperwork, such as updating employment records and fulfilling legal obligations.

Communication and Farewell: The organization announces the employee's departure, expressing gratitude and allowing colleagues to bid farewell and extend well wishes.

EMPLOYEE VALUE PROPOSITION

An Employee Value Proposition (EVP) is the comprehensive value that employees receive from a company in exchange for their skills, knowledge, and dedication. It represents the unique benefits and rewards provided by the organization to attract and retain talented individuals. This includes showcasing the company's corporate culture, emphasizing the advantages and perks they offer, and effectively marketing themselves as an appealing employer. By crafting a compelling EVP, companies can successfully attract and retain skilled employees in a competitive job market.

Benefits Of Using EVP

Attracting Top Talent

An EVP helps organizations stand out and differentiate themselves from competitors in the job market. It communicates the unique benefits, opportunities, and work environment that make the company an attractive choice for talented individuals. This can increase the likelihood of attracting high-quality candidates.

Improved Performance and Productivity:

When employees feel valued and supported, they are more likely to be motivated and committed to their work. A well-crafted EVP that addresses employee needs and aspirations can lead to increased productivity, improved performance, and a positive impact on the overall organizational success.

Competitive Advantage

An EVP can serve as a competitive advantage in the talent market. When organizations offer compelling benefits, such as career development programs, work-life balance initiatives, flexible schedules, or unique rewards, they position themselves as desirable employers. This can give them an edge in attracting and retaining talent over other organizations.

Employer Branding

An EVP contributes to building a strong employer brand. It helps create a positive reputation as an employer of choice, which can attract not only job seekers but also potential clients, investors, and business partners. A positive employer brand can strengthen the organization's overall brand image and perception in the market.

Cost Savings

By reducing turnover rates and increasing employee retention, organizations can save costs associated with recruitment, onboarding, and training new employees. A compelling EVP that meets employee expectations can contribute to a more stable and productive workforce, leading to long-term cost savings.

How To Develop The Employee Value Proposition On The Organisation

An EVP is not a one-time effort but an ongoing process. It should evolve and adapt as your organization grows and changes. Regularly review EVP is necessary to ensure that it remains relevant, competitive, and aligned with the needs and expectations of your employees and the talent market.

Here are few strategies that you can use to develop the EVP.

Conduct Employee Research:

Collect feedback from current employees to understand their perspectives on what they value most about working for the organization. This can be done through surveys, focus groups, or one-on-one interviews. Use their insights to inform and shape your EVP.

Define Key Elements:

Identify the key components of your EVP, such as compensation and benefits, career development opportunities, work-life balance, company culture, recognition and rewards, and

the overall employee experience. Ensure these elements align with your organization's capabilities and values.

Align Internal Practices:

Ensure that the elements of your EVP are supported by internal practices, policies, and processes. For example, if work-life balance is part of your EVP, implement flexible work arrangements or wellness programs to demonstrate your commitment to that value.

Communicate and Market your EVP:

Effectively communicate your EVP both internally and externally. Use various channels such as your company website, social media, job postings, and recruitment materials to highlight your EVP and showcase the benefits and opportunities you offer.

Continuously Evaluate and Improve:

Regularly review and evaluate the effectiveness of your EVP. Seek feedback from employees, measure employee satisfaction and engagement, and assess your EVP's impact on recruitment and retention. Adjust and improvements based on the insights you get.