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Original Research Paper

New Joinee Attrition in the Banking Sector and the Interventions Used For Retaining Them

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ABSTRACT

This study investigated the major satisfiers and dissatisfiers, that cause new joinee attrition in the banking sector. New joinees are employees, who have been recruited and have not spent more than a year in the organisation. It also evaluated the effectiveness of the initiatives, taken up by the banking organization to retain new joinees along with the top three issues, that are being faced by the new joinees. A sample of 100 employees, hailing from the banking sector in the Eastern Zone of India (West Bengal, North East, Bihar and Jharkhand) was taken. The identification of the satisfiers and the dissatisfiers was done by using archival records (exit surveys, feedback) and a self constructed five point Likert scale that focused on five domains, namely- Job Role, Training, Work Environment, HR Operations, and Personal Factors. For evaluating the effectiveness of the organization's retention initiatives, another self-constructed five point Likert scale was used. The results indicated clear understanding of job role, cooperating HR team, and the software-related training that is provided to the new as the major satisfiers. Dissatisfiers were work-life balance, role mismatch and also infrastructural facilities. Retention initiatives like feedback calling, new joinee meet are carried out successfully in the organization. But, the initiatives like new joinee appreciation and mentoring need better execution. The top three recurring issues were late sitting in the branch, behavioural issues with the supervisors and specific training.

Employee Retention is currently the need of the hour. It is a voluntary move taken up by an organization to create such a working environment that engages employees for a long term. Employee retention is beneficial both, for the organization as well as for the employee. Retention has also been defined as, "initiatives which the management takes to prevent employees from leaving the organization" (Cascio, 2003). Gberevbie (2008) referred to frequent Labour Turnover as "a state of affairs in an organization" where, employees tend to leave or resign from their jobs because of best known reasons based on their point of view

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concerning personnel policies and practice of a firm. Frequent labour turnover at work has been found to be harmful to performance, especially when employees are going to the direct competitors of the organization (Chartered Institute of Personnel Development (CIPD 2006)).There have been tonnes of researches done, on this particular aspect, that heavily impacts the economy, in terms of poor performance of the organizations, compromised quality of products, wastage of indispensable knowledge and resources, customer dissatisfaction and also a weaker workforce.

Various factors affect employee turnover among which Job Satisfaction, Work Environment, No Role Ambiguity and Benefits affect employee retention, to a much greater extent than Compensation, Flexible Working Hours and Organisation's Culture (Gupta 2015; MacIntosh, E. W., & Doherty, A. 2010; Cunningham, 2002; Pleffer, 2007).Studies show that "flexibility" help individuals to create a healthier balance between work and personal obligations, something that appeals to all ages of employees (Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010) ; Eyster, et al., 2008).The organisations that have a poor change management history leads to lower trust , job dissatisfaction, resistance to change, higher cynicism and turnover intentions (Bordia, P., Restubog, S. L. D., Jimmieson, N. L., &Irmer, B. E., 2011). There are organisations, on the other hand, that encourage employee input, growth, education, and teamwork beyond the traditional compensation/benefit packages (Yazinski, 2009).

Then there are studies that have investigated specific factors that trigger employee turnover. Bullied employees were found to be insecure about the permanence and content of their job (Glambek, M., Matthiesen, S. B., Hetland, J. and Einarsen, S., 2014). Occasional experiences of getting bullied, getting threats and also occasional experiences of unwanted sexual attention had a significantly increased risk of turnover at follow-up (Clausen T., Hogh A., Carneiro I.G. & Borg V., 2013). Schyns, B., & Schilling, J. (2013) primarily stressed on the impact of destructive leadership and found that destructive leadership highly correlates with counterproductive work behaviour. Employees' attribution of disinterested organizational support also relates to employee retention (Mignonac, K., &Richebé, N., 2013).

Retention strategies have been evaluated by various researchers to identify the effectiveness of them. One of those however, is the career development opportunities that the companies provide. Research suggested that managers need to understand more fully the needs of the subordinates when providing the career advices and relevant training programs (Yang, J. T., Wan, C. S., & Fu, Y. J., 2012).

Another retention strategy used by organisations is mentoring to reduce communication, language and any kind of barriers. Findings have suggested that individual and organizational benefits of mentoring are important outcomes of a strong strategic HRD system (Thurston, P. W., D' Abate, C. P. and Eddy, E. R. , 2012).

Interventions that are implied to better the working conditions and develop action priorities have resulted in better psychological adjustment and sustainable organizational climate (DeJoy, D. M., Wilson, M. G., Vandenberg, R. J., McGrath-Higgins, A. L., & Griffin-Blake, C. S., 2010). Researchers have also tried to understand the impact of retention strategies on the turnover in the Indian IT sector. It indicated that apart from both monetary and the non-monetary strategies, the initial handholding of the employees play a crucial role. Feedback is extremely important, apart from fair compensation (Jain, M., &Tandon, 2010).Interventions devised by employees, health practitioners and employers to implement work modifications, along with exercise and other dietary plans help employees on sick leave to return to work (Carroll, C., Rick, J., Pilgrim, H., Cameron, J., &Hillage, J., 2010). Many such organizations are there, for e.g., Google, Microsoft, Burger Queen that bring about such interventions to retain employees.

After going through such extensive review this research aims to identify factors that cause new joinee attrition and also to evaluate the effectiveness of the initiatives taken up in the banking sector to retain them.

METHODOLOGY

Participants

Convenience sampling technique was used in both the phases. The sample for both the phases was based in the Eastern Zone (West Bengal, Bihar, Jharkhand, and North-East) of India, from the banking sector (retail), aged between 25-35 years old having varied job positions. For the first phase, forty new joinees were taken as a sample,who were on the notice period and had not completed a year in the organisation. For the second phase, fifty new joinees who are currently working in the organisation and have not completed a year in the organization have been taken as a sample.

Measures

For identifying the satisfiers and the dissatisfiers at the workplace that cause new joinee attrition, the following tools were used:

1. Archival Records-The exit interviews and the turnover analyses.
2. Personal Interviews- Interviews with the HR professionals and discussions about the development of scale.
3. New Joinee Attrition Scale- Five domains were selected after analyzing the previous years' report. These domains were: Job Role (statements 1,2 and 3), Training (statements 4, 5 and 6), Work Environment (statements 7,8 and 9), HR Operations (statements 10,11 and 12) and Personal Factors (statements 13, 14; and questions 15, 16 and 17).The scale consisted of 14 statements and 3 questions. Suggestions and remarks section were also kept for in-depth analysis. The statements were positive in nature and were to be rated on a Likert 4 point scale ranging from Strongly Agree, Agree, Disagree and Strongly Disagree. The rating points for the above were 1-2-3-4 respectively. Only 15, 16 and 17 items were questions and had options of 'Yes' and 'No'.

For evaluating the effectiveness of the retention initiatives for new joinees, the following tools were used:

1. Archival Records- The results of the New Joinee Attrition Scale were treated now, as the secondary data and were carefully analysed. This was further used to develop another Likert 4 point scale which would evaluate the effectiveness of the initiatives taken by the organisation to retain new joinees after comprehensive discussions with the HR managers and the research guide.

2. Scale to evaluate the effectiveness of the initiatives for New Joinee Retention- The scale was constructed to evaluate the six strategies that are used by the organisation to retain new joinees. The six initiatives are: Mentoring (statements 1,2,3 and 4), New Joinee's Meet (statements 5 and 6), Feedback Call (statements 7 and 8), Initial Mail (statements 9,10 and 11), New Joinee Appreciation (statements 12 and 13), On-Boarding Program (statement 14). All the statements pertaining to these six initiatives were positive statements. The responses were noted on 4 points ranging from Strongly Agree, Agree, Disagree and Strongly Disagree. The rating points for the above were 4-3-2-1 respectively. Lastly, the respondents were asked to list out the three major issues that are still prevailing in the organization and that might turn out to be possible reasons for quitting.

Procedure

This research has adopted the method of cumulative case study, which facilitates analysis of past studies, surveys and records that are usually kept for further generalizations. Employee Turnover is a topic of interest among the human resource departments in almost all the organisations. The research began with in depth review of literature in this area. There were sufficient researches found on determining the factors of employee attrition but research gaps were found in assessing the effectiveness of the interventions for retaining employees. Thus, this study focuses on new joinees who have not spent more than a year in an organisation, their reasons to quit and also the initiatives taken up by an organisation to prevent new joinee attrition rates to go up.

The aim in the first phase was to identify the major satisfiers and the dissatisfiers in the organisation. After thoroughly going through the past recordsi.e., the exit interviews and also the turnover analyses the HR managers responsible for the specific branch wereconsulted, along with the research guide. Then the New Joinee Attrition Scale was developed by first determining the domains and then formulating the statements. The sample was selected using convenience method. The maximum score for each statement was kept 4 and the minimum was 1. A score of 4 denoted strong disagreement, while a score of 1 denoted strong agreement. Thus, any score above two meant disagreement. The mean scores were calculated for all the statements and also region-wise. The responses on the questions 15, 16 and 17 were graphically presented in percentage.

The second phase of this research took place after a span of 3 months. The aim in the second phase was to evaluate the effectiveness of the initiatives that are being taken by the

organisation to retain the new joinees. The data acquired in the first phase was now being treated as secondary data. There were discussions held with the HR managers and the regional HR head for developing a scale to evaluate the initiatives. The organisation has six initiatives for retaining new joinees, which were then evaluated, namely – Mentoring, New Joinee's Meet, Feedback Call, Initial Mail, New Joinee Appreciation, and On-Boarding Program. Responses were noted on 4 points ranging from Strongly Agree, Agree, Disagree and Strongly Disagree. The rating points for the above were 4-3-2-1 respectively. Sample for this phase was again selected using convenience method .The maximum score for each statement was 4 and the minimum was 1. A score of 4 denoted strong agreement and a score of 1 denoted strong disagreement. Thus, any score above 2 meant agreement. The mean scores were calculated for the six initiatives of all the regions. The top three issues were also graphically presented in percentage. In both the phases, data was collected over telephone. Remarks and suggestions were taken down for recommendations. In the second phase the respondents were asked top three issues that they face at their workplace that might be a reason for quitting. Necessary recommendations were given accordingly.

RESULTS

The mean responses of the sample on the New Joinee Attrition Scale is presented below.
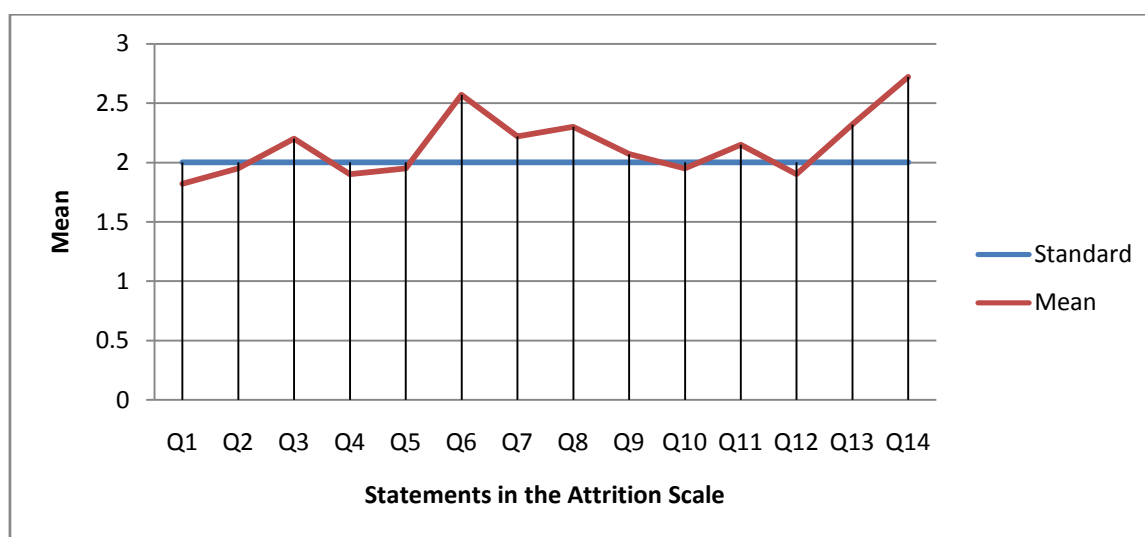
Graph 1: Overall response (Retail Branch Banking East) Index for New Joinee Attrition Scale

Sl no.	Topic
Q1	Job Role Clarity
Q2	Targets and Objectives
Q3	Role Mismatch
Q4	Practical Training
Q5	Banking Software Training
Q6	VBMs Portal
Q7	Work Facilities

Q8	Work Recognition
Q9	Co-workers
Q10	HR Team
Q11	Queries and Concerns
Q12	HR Policies
Q13	Ideas and Suggestions
Q14	Work-Life Balance
Q15	Late Sitting
Q16	Location Mismatch
Q17	Career Growth

*Major satisfiers: **Job Role Clarity, HR Team, Banking Software Training***
*Major Dissatisfiers: **Work-Life Balance**, **Role mismatch**, **Work facilities***

More than 85% new joinees have confirmed the issue of late sitting in the branch. More than 60% of the new joinees were clear about their career path during their stay in the organization.

The mean scores of the sample on the scale to evaluate the effectiveness of the initiatives to retain new joinees are:

Initiatives for New Joinees	Mean Score of Bihar	Mean Score of Jharkhand	Mean Score of West Bengal	Mean Score of North-East	Mean Score of each Initiative
Mentoring	2.84	3.18	3.27	3.24	**3.13**
New Joinee's Meet	3.24	3.5	3.34	3.43	**3.37**
Feedback Calling	3.3	3.4	3.45	3.73	**3.47**
Initial Mail	3.08	3.23	3.3	3.17	**3.19**
New Joinee Appreciation	2.7	3.2	3.19	3.64	**3.18**
Onboarding Program	3.16	3.1	3.15	3.35	**3.19**
Mean Score on the Initiatives region wise	**3.05**	**3.26**	**3.28**	**3.42**	**Mean of the Retention Programs for new joinees: 3.25**

Table: Mean Scores on the Initiatives to Retain New Joinees

The top three issues as quoted by new joinees who are currently working in the organization:
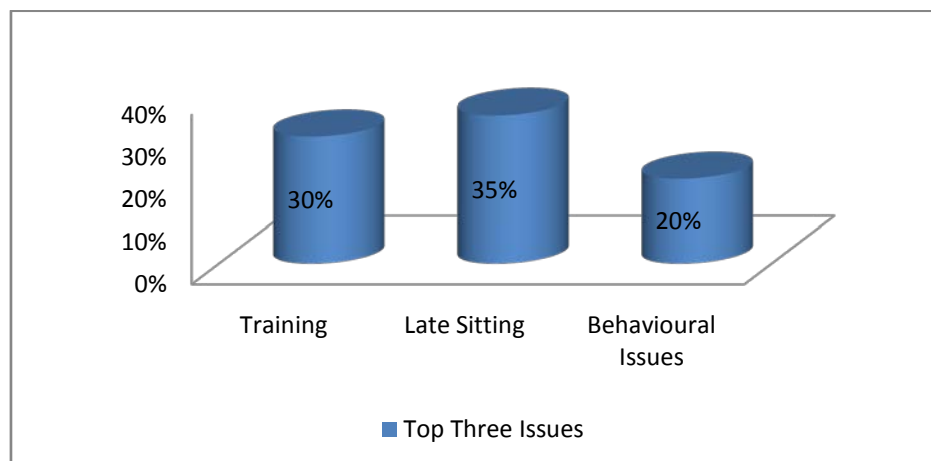
DISCUSSION

The results of the study indicate that, the major reasons causing attrition in new joinees were Role Mismatch, Work Facilities and disturbed Work-Life Balance. Role mismatch happens when there is a discrepancy between the role offered at the time of selection and the role that they actually perform in the organisation after on-boarding. Work facilities also seem to play a major role here. It includes workstation, individual computer system, and etc. It indeed holds true that work environment and role ambiguity affect employee retention more than compensation and work culture (Gupta, 2015). Work- life conflicts also affect employee turnover (Blomme , 2010). However the major satisfiers of employee retention are Job-Role Clarity, Training and HR team's support as found by this study. Training indeed leads to high levels of consistency, competency, productivity, adaptability, independence and loyalty (Yazinski, 2009).

In the second phase, the six initiatives taken up by the organisation to retain new joinees were evaluated. The initiatives that have been effectively carried out in almost all the regions were Feedback Calling, New Joinee's Meet and the Initial Mail (respective mean scores were 3.47, 3.37 and 3.19). Feedback calling by the HR team is to inquire about how the entire selection process and the on-boarding sessions went. This call generally takes place within 2 months of their joining. New joinee's meet, is an introductory meeting with the supervisors, the HODs and the respective HR manager which helps the new joinees to solve many queries related to their work. The Initial Mail is one, which is sent after selection having details about the designation, date of joining, e-attendance system, allocated location, name of the supervisor, compensation, benefits, etc. The On-boarding program is also the most talked about initiatives as it is very inspiring, resourceful and work-related. The initiatives to score the lowest were Mentoring (mean score of 3.13) and New Joinee Appreciation (mean score of 3.18). Mentoring is an intervention which the organisation has taken up recently. Hence the effectiveness is yet to be felt. There is no such appraisal system for new joinees. Performance appraisal happens after they complete a year. Hence, it was the working environment and the support of the supervisors that was evaluated. The low mean score on this initiative is also

because some found behavioural issues to be prevalent at the workplace.

The top three issues found in the second phase of the study were:
1. Late Sitting in the branch: 35% of the respondents quoted this as an issue. Since demonetization took place recently, the banking sector saw a lot of changes, both the clients and the workers. People had to stay in their branches for long hours. This created disturbance in the work-life balance. The respondents were also asked if this was prevalent before demonetisation, to which they said yes.
2. Training: 30% respondents quoted this as an issue. There are quite a few job roles in retail that need specific training. The training during the on-boarding program is general in nature. Thus, later on the job, new joinees feel a lack of direction and understanding.
3. Behavioural Issues: 20% respondents face this issue in their day-to-day life. This is one of the most crucial predictors of employee turnover (Mignonac, 2013; Blomme, 2010; Abrahm et.al,2008). Many employees would not speak about such problems as they would want to secure their jobs. But this can lead to employee grievances, decreased productivity, counterproductive work behaviour and also a perception of disinterested organizational support.

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