A Study on the Status of Employee Retention at Peepal Technology and Management Consulting Pvt Ltd

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Comments by the Faculty

Peepal Consulting is a group of domain specialized Executive Search firms, most of them being a pioneer in their own space. Since its inception, Peepal with its domain expertise, focused insight, and innovation has gained a reputation of a dedicated and premium Executive Search group which enabled them to attain a leading position in the industry. The present study attempts to look into the recruitment procedure and retention strategies adopted by Peepal Consultancy. It also makes an effort to identify the scope for improvement in regards to employee retention at Peepal Consultancy.

This exercise has been a great learning opportunity for the student, as it has involved a questionnaire and a personal interaction with the employees, which, in turn, has helped in better understanding of the working of Peepal. The present study has provided the student the unique opportunity to investigate the organization and its processes. The student, during the study, has implemented the conceptual learning into real company scenario, in regard to recruitment and retention. Based on the learning, the student has also forwarded the recommendation, for more effective recruitment and retention, in the specific context of Peepal.

Mousumi Sengupta

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Company Introduction

Peepal consulting is a group of domain specialized executive search firms, most of them being a pioneer in their own space. Since its inception, Peepal with its domain expertise, focused insight, and innovation has gained a reputation of a dedicated and premium executive search group which enabled them to attain a leading position in the industry. They are also a member of industry's leading body, executive recruiters association, for past 8 years. To help solve talent acquisition pain points of the clients, they have chosen to work in some of the most niche and challenging fields of business. Their key specialization areas are analytics peepal, product peepal, R&D peepal, and quant peepal. They endeavour to be recognized as a company of dedication, integrity and value by their customers, employees, investors and all other stakeholders. (http://www.peepalconsulting.com, n.d.)

Citi bank, Goldman sachs, HSBC, EY, Swiss re, HDFC, ANZ, Flipkart, Barclays, FICO, Mind tree, Morgan stanley, Sapient are some of the company's clients.

Recruitment

Recruitment is the process of finding and hiring the best-qualified candidate (from within or outside of an organization) for a job opening in a timely and cost-effective manner. The recruitment process includes analysing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and integrating the new employee into the organization. (http://study.com/, n.d.)

Importance of Recruitment Process

Recruitment can be done in many ways, namely referral, internal, external, etc. Whatever be the type of recruitment, it always aims to solve the same purpose. The role of recruitment in organizational growth, plays a critical part and is hence, a must to understand its importance and need.

When recruitment happens, it provides access for an organization to avail to a pool of talent at a single place in a single time. With a high number of candidates, the organization is provided ample skills so as to choose the best one for present or future use. Also, companies can target upon potential candidates and recruit them for future projects rather than striving to find the right one at the last minute. Also, a well-planned recruitment process helps a company to filter out the candidates who do not pass their criterion and hence concentrate more on the eligible candidates. As the count of people who attend recruitment drives are more, the eligible candidates would still pose a good number in spite of the eliminations. Also, a huge group will possess candidates with a variety of skill set

and thus the need to recruit multiple skills gets resolved in the same arena. (http://www.exforsys.com/, n.d.)

Employee Retention

Employee retention refers to the techniques employed by the management to help the employees stay with the organization for a longer period of time. Employee retention strategies go a long way in motivating the employees, so that they stick to the organization for the maximum time and contribute effectively. Individuals once being trained have a tendency to move to other organizations for better prospects. Lucrative salary, comfortable timings, better ambience, growth prospects are some of the factors which prompt an employee to look for a change. Whenever a talented employee expresses his willingness to move on, it is the responsibility of the management and the human resource team to intervene immediately and find out the exact reasons leading to the decision.

Need & Importance of Employee Retention

- Hiring is not an easy process and recruiting the right candidate is a time-consuming process.

- An organization invests time and money in grooming an individual and make him ready to work and understand the corporate culture

- When an individual resigns from his present organization, it is more likely that he would join the competitors

- The employees working for a longer period of time are more familiar with the company's policies, guidelines and thus, they adjust better

- It is essential for the organization to retain the valuable employees showing potential (http://www.naukrihub.com/retention, n.d.)

Objectives of the Study

The main objectives of the study are as follows:

- The study attempts to look into the recruitment procedure and retention strategies adopted by peepal consultancy.

- It also makes an effort to identify the scope for improvement with regard to employee retention at Peepal Consultancy.

Recruitment Procedure at Peepal Consulting:

- The company sources resumes from online job portal like naukri. According to the company's requirement and needs, candidates are sourced from the job portals and are called for the interview.

This type of recruitment has an advantage of finding the potential and right candidate for the company's requirement.

- Campus recruitment – many institutes have regular placement cells / offices to serve liaison between the employer and the students. The company usually contacts the placement officer of various colleges and they, in turn, send their students for interview to Peepal consultancy. Some of the colleges where peepal selects students are: Christ college, SDMIMD, JSS, MS Ramaiah, SIBM Bangalore.

Candidates are selected based on their performance in the interview which usually involves three rounds:

- First is the HR round, where the candidate is asked about themselves, their education background, and previous job experience, how much they know about Peepal consultancy. The candidate's communication has to be excellent for him/her to be selected for the next round.

- Second is the technical round, where senior employees of the company interview the candidates. Here the candidate is tested on the technical knowledge and if they are suitable for the requirement. The interviewer also makes sure whether this candidate will remain in the company for longer period time or will quit the job in few months.

- Third round of interview is with the CEO of the organization, Mr. Vijay Kumar. He finally selects the right candidate for the organization.

Research Methodology

Data collection

Primary data

Primary data was collected by adopting two methods: questionnaire survey and personal interviews within the organization.

Secondary data

Data was collected from web sites, journals, research papers, books.

Research Design

The research is done by exploratory and descriptive research.

Research Sample

Survey was conducted among 25 employees of Peepal consultancy where 80% of the employees were in the age group of below 25 and 20% were in the age group of 25-30.

Analysis

Questions on retention	Options	Response (respondents -25 employees)
1) Do you think an induction program is necessary in your organization?	a) Yes b) No	a) Yes – 96% b) No – 4%
2) Which of the following would have the greatest impact on improving retention?	a) Hike in pay b) Awards and recognition c) Perks and benefits d) Incentives e) Promotion	Hike in pay – 56% Awards and recognition- 34% Perks and benefits- 10% Incentives - 0 Promotion – 0
3) What do you think are the most common reason for an employee to leave a consulting firm?	a) Work life imbalance b) Poor pay c) Dis-satisfied work d) Lack of incentives e) Nature of work	Work life imbalance – 8% Poor Pay – 34% Dis-satisfied work – 24% Lack of incentives - 0 Nature of work – 34%
4) Policies for the non-performers in the delivery team in your organization?	a) Motivation b) Supervision by superior/colleagues c) Training and development d) Warning	Motivation – 41% Supervision by superior/colleagues - 27% Training and development – 18% Warning – 14%
5) Is one to one interview with the HR beneficial in solving the work related issues?	a) Yes b) No c) To some extent	Yes - 40% No – 8% To some extent- 52%
6) Does work life balance play an important role in employee retention?	a) Yes b) No	Yes – 88% No – 12%

Research Finding

Data from questionnaire survey revealed the following -

1) There is great need for induction program in the organization for the new employees.

2) Hike in pay has the highest impact in retaining the employees.

3) Nature of work and poor pay are also the reasons for employees to leave the organization.

4) Motivation is one of the solutions for non-performers in the delivery team. Employees are encouraged to achieve their target.

5) 40% feel that one to one interview with the HR is beneficial in solving the work related issues.

6) There is work life balance in the organization and employees are happy with the flexible timings.

Personal Interview

Following information was collected from interviewing the employees at Peepal consulting -

The company can recruit people having experience in the same domain. Most of the employees in the organization are below 25 years and therefore, the organization may recruit candidates with previous work experience.

Team meetings can be conducted so that team members can communicate within themselves and can bring out any issues or difficulties in the work to the team leaders

Recommendations and Conclusions

Based on the data collected from the questionnaire survey and personal interview, following recommendations and conclusions are made:

From the analysis we can conclude that, it is very important for the company to have induction programs for the new employees. Training program/ induction program should be conducted by the organization to all the newly joined employees or interns. It will be a win-win situation to both the organization and the employees. The organization can conduct a 3 day induction program for the newly joined employees or interns. This will benefit the employees as they will have a clear picture of the work and therefore, will reduce the mistakes which might occur due to lack of knowledge.

Incentives, hike in pay, awards and recognition, nature of work are few important factors to be kept in mind if the organisation wishes to retain its best talented employees in the long run. The company should focus on nature of work. They could opt for Team switching. Team switching provides an opportunity to enhance knowledge and gain expertise in different domains.

There should be a structured way or policy in which the non-performers should be handled in the delivery team. This will give more clarity.

One to one interview between the HR and the employees should happen more often so that the organization can understand if there is any grievance among the employees. Company can have stay interviews. This can help in retaining the employees to a great extent.

The employees in Peepal consulting are happy with the flexible timing and they have reported satisfaction with respect to work-life balance. The organization can make ways to retain its employees instead of recruiting new candidates keeping in mind:

- Costs of hiring (posting a job and conducting interviews)

- Costs of on boarding (time spent by manager training)

- Learning curve (a new employee will take months before they're as good as the old employee).

Retaining talented employees is one of the most important aspects and need for all companies, Peepal consulting is also no exception. The people management practice have been well established at Peepal consulting, however a few more steps may be taken to improve the recruitment and retention scenario in the organization.

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