



CASE STUDY OF VODAFONE



Role of Training and Development in Employee Retention



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ABSTRACT

Employees are the strategic asset of any organization; this talent has to be managed and preserved. This project presents a descriptive study, which mainly investigates on the functioning and role of training and development in employee retention, a case study of VODAFONE, a leading telecommunication company of UK, has been presented in this research. This study also investigate on the significance of training and development in managing of employees, different types of training methods in use, and its effects on retention of employees and about benefits which company gains as well. The study mainly helps in finding about the benefits of training and development in retention of employees as well as about the retention of companies information as well. This study emphasizes the role of training and development plays a very crucial role in retaining the capable employees, which are the precious assets treasured by all organizations.

Keywords: retention, T&D (Training and Development), Vodafone

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CHAPTER 1: Introduction

1.1-Introduction

In today's dynamic environment of business, customers do not have the time and patience to wait for a company's response to a change and then buy the product. It is expected that company either is proactive to change or is the one who is responsible for the change. There is no word called "Loyalty" now, when it comes to customers. When a customer feels that he is not being given service properly by the company or pace of the company is slow, he never hesitates to "Switch" over to another company. (Author: Bradley Mckoy, 2009).

This holds true for all the businesses today since the competition is so intense and the number of companies have also increased manifold. There is no monopoly seen in a particular business in recent times. So a company has to have an edge over its competitors to survive in the business. Michel.N.Abrams (2009).

The company which the researcher has taken for the study is Vodafone, which is a leading company in the telecommunication sector. It is a customer oriented service industry. The companies have to realize that the customer expectations are high and it is not Customer Service, Customer Delight but Customer Ecstasy, which is the order of the day. The customers have to be given ecstatic service in such a way that they would never think of switching over to another company.

To achieve the above mentioned, the company should not only be proactive to changes but make the employees also accept change as and when it approaches the company. We now live in an era where there is no simple leadership but it is expected that the people to be e-leaders or electronic leaders. They have to take care of their Human Resources and make them perform effectively from anywhere and at anytime.

This section concentrates on the subject of basic study of 'The function of training and development in employee retention at UK Vodafone'. The second half of this chapter will discuss the major goals and questions together with the methodology for data gathering. In addition, at the end of this chapter, constraints that could be faced in the course of the research will be covered. The outline of the methodology adopted for the study will also be touched upon.

1.2-Research Background

Today's world is brimming with change, complexity and difficulty. It is difficult for any business to work without extremely high talent and if they are not being prepared to lead the organization's survival in the competition around them. With the increased number of new companies and businesses and the continued progress of modern techniques, organisations have realised how valuable their employees are to them. As stated by Ljungberg and Larsson (2005), most companies now consider the workforce as significant contributors, and pay greater attention towards their administration in the organisation.

Over the years, the rate of employees' turnover has shown a steady increase. The employees today do not have in them, the company faithfulness and loyalty that existed earlier. After the rise in acquisitions and mergers of businesses, employees developed the impression that they were being distanced from the business process, and resultantly their jobs with their companies were no longer stable. Consequently, the employees began to move deliberately in search of safer and more secure job options.

Although several companies do succeed in recruiting good employees, that by itself is not sufficient for the company's progress. What is essential is to make these employees stay longer with the company and decrease the resignation rates. In some organizations the rate of staff turnover is naturally high due to the nature of the job, but in several companies this phenomenon of high turnover could be detrimental to the company's health, especially in organisations that focus on communications for customer service and quality (Curtis and Wright 2007).

This upsurge in the staff turnover rate, as well as the anxiety it causes at the managerial levels to prevent this trend result in financial problems for the company. Kay (2009:2) attempts to justify these expenses by the statement “.advertising and recruiting expenses, decreased productivity until the new employee is fully up to the speed and the loss of customers who were loyal to the departing employee”.

As stated by Curtis and Wright (2007), replacing any member of the key staff can cause a cost liability of up to 150 percent of the annual salary of the member replaced. There are also other downtimes for temporary replacement, preparation, knowledge enhancement etc. In addition, where the company's annual profits are high, the employees become apprehensive that the

company is not steady and safe, giving rise to problems amongst the employees. Therefore, the high cost that is incurred on the company makes it essential to have an effective strategy for retention of employees.

As stated by Tsai and Tai (2005), advance programs and training is a key to help employees to acquire new relationship and abilities necessary for survival in the competitive environment existing. However at the same time these abilities are important to the organisation to continue maintaining its employees and stimulate them to work more through the provision of training opportunities and career development in the company .Thus, the principal purpose of this research is to examine the purpose and significance of implementation of training activities and training of staff to motivate and retain employees to stay longer with the company.

Thus the topic finds its relevance in today's context of business. The company should understand the need to retain its customers than attracting new customers. But when the employees are not happy with their jobs, get frustrated, lose interest in their jobs or talk displeasingly to the customers and resist change, all these issues are of concern for the company. If the member of staff talks in a rather angry tone to the customer, two things are possible. One, the customer would complain about the member of staff and seek another company's service. The second one is the employee would get fired from the company or warned by the authorities.

When there is a problem from the employee's side, the company must understand that it may be due to boredom or monotony in his job, resistance to change or fear of change and dissatisfaction with the company and HR policies. While such a situation arises, the company has to control the situation by giving the employee appropriate training. When a person gets trained in a particular area which may either be a new entrant or a development in the existing area, he tends to gain confidence, accepts the change, feeling it would do him only good and talk to the customer pleasingly. After such a stage is attained by the employee, he would consider the company as his own and never think of quitting the company. Tracy Vaillancourt(2007)

Thus training is an indispensable and integral part of any organization's effective functioning. The company has to decide on what are the areas which have to be touched upon while giving training to the employees.

All the staff members must realize that he is representing the organization and so he does not have to feel low, in self esteem and morale, if something goes wrong either with the superiors

or customers. Staff members should have such confidence levels when they are handling the customers, this kind of attitudinal change could be brought only through Training and Development. Lambert E.G., & Hogan, N. (2009)

To bring in change in the employee, the training should be effective. It should be reiterated that he is a very confident and motivated employee. **“Show him the mirror and make him look like a lion”**. All these would increase his self esteem, motivate him, increase his morale and make him ready to develop the skills imparted to him through training.

The employee should be given training to improve skills and knowledge about his subject/ job which he does. Once his attitude becomes positive, he would even cope with changes and never resist them. He should also be trained in soft skills and trained to speak soft language or customer effective language, something like **we care, I am sorry, I made a mistake etc.**

Evaluation of Training: The evaluation could be in the following sequence. They are Reaction, Learning, Behaviour and Results. This is known as the “Kirkpatrick’s Model”. This means that what was the objective of the training and how well was it taken by the trainees, what principles and practices were learned from the training, was the training being used in the actual practice i.e. during their jobs, what was the outcome of the training and did the training meet the needs i.e. was the benefit outweighing the cost involved in the training or what were the tangible results (Kirkpatrick & Kirkpatrick, 2006).

Evaluation is a continuous process and it should have a proper feedback throughout the training. The evaluation is necessary to determine whether the objectives desired were reached, How far the methodology used was effective and to have a complete cost-benefit analysis otherwise or the return on investment. The evaluation actually starts from the time the training is in progress. When we evaluate the program throughout, then the objective of the training, the needs of the trainees as well as the objectives of the organization can all be reviewed time and again such that we would have an understanding of where our objective is and where we are going. The evaluation could be done after the employee goes back to work and observe whether there is a behavioral change, increase in productivity, increase in customer delight and a considerable increase in sales. So evaluation in the form of test-re-test method, reaction evaluation, learning evaluation, behavioral evaluation, results evaluation, experimentation method, performance method and interview method could be used to evaluate the training.

1.3-Organisation Background

Vodafone is one of the leading telecom companies in the world. The head office of this cellular company is based in Newbury, England. It started with opening of business in January 1985. It was the largest phone company in the world in 1987. The Vodafone Company is composed of 40,700 staff functioning separately on their functions in Europe. Vodafone at present is counted one of the largest in the field of mobile telephony provider, with a cumulative wealth of approximately 100 billion pounds. This company is listed in the FTSE 100 and is ranked third, after the Shell ‘Royal Dutch’ and the organisation of BP. Currently Vodafone has considerable presence in 25 countries, although the company has partnership with 41 companies in other countries. In terms of network size, Vodafone is the number two telecommunications company, with over 10 million customers in the United Kingdom, United States, Germany, India, Italy, Egypt, Spain and Turkey. Each year almost 13,000 new employees join the Vodafone

organisation. However, recent figure indicate that in 2009, 26% of employees were leaving the company.

1.4-Purpose of undertaking Research

UK is a developed country with an evolved economy, with a number of international associations that watch the employee trends and are aware of the human resource growth in various companies. Therefore, the companies that are shifting from the private to government sector and are based in United Kingdom initially have taken on this trend and have begun to engage in such modern human resource activities and are evaluating personnel and are concerned of their personal desires and requirements. Therefore, the intention of this research is to examine and study the function of training and development of human resource for motivation and retaining of personnel at Vodafone.

1.5-Rationale for Choosing this Topic

Customer retention is an area of major concern for all companies, especially those with a large number of skilled and specialised employees like Vodafone. The companies have to spend considerable time, money and effort to replace employees who leave the company. Hence, the company has a major task at hand to retain its performing employees. There are several factors that contribute towards motivating and retaining existing employees in a company, of which it is felt that training and development programmes conducted by the company is an important one. It is therefore necessary to study if training and development actually does have an impact on employee retention, in order to be able to use this facet of human resource management to best effect.

1.6-Statement of Problem

Vodafone, which is one of the largest telecommunication in the world, wants to retain its competitive edge by retaining its potent employees by constantly updating their knowledge and honing their skills by a dedicated training and development programme.

There are a large number of employees operating in various departments in Vodafone Company. In today's competitive business environment, many employees leave the company due to reasons of incompatibility or in search of better options. It is important for the company to take concrete steps to ensure that its employees stay satisfied and motivated despite all external and internal influences. (The Economist, 2006).

This study will determine if training and development has an effect on the employee retention in Vodafone Company, and the type of impact it has.

1.7-Research Questions

1. How training and development can be related with retention of employees?
2. What are the aims and objectives of conducting training and development programs at VODAFONE?
3. Do you think training and development program, is the best policy for retention of employees?
4. Meaning of employee retention and its use for the organizations?
5. Implications on company when it loose the talent?
6. Relation between retention of employees and training provided for the development

1.8-Main Aims and Objectives of the Research

1. To critically assess the impact of training and development in retention of employees
2. To analyse the review of related literature in depth about the subject.
3. To assess the factors that affects the chosen study through informal meetings and surveys conducted with all levels of hierarchy
4. Examine the findings of the information gathered through primary research.
5. To evaluate the reasons which influences the employee's tastes and preferences?
6. To give appropriate recommendations and conclusions based on findings.

1.9-Scope of the Research

This study is performed as MBA thesis on role of training and development in retention of employees in Vodafone. The essential goal of the study is to examine why companies utilize training and development for retention and in what circumstances, and what are the effects of these training and development actions on personnel and on the company as a whole. In order to complete the study, achieve the goals and purposes in a stipulated period of time, the study will be restricted to a small number of chosen offices of Vodafone in United Kingdom and the information will be collected through meetings and surveys.

1.10-Research Methods

The study will be carried out from headquarters of UK Vodafone from various subdivisions on random basis so as to include personnel from senior organization to front-line and the operational department, so that the data gathered is diverse and rules out prejudice. In this study qualitative approach will be used to gather the primary information. The reason to choose the qualitative approach is because of its feature of generating data quickly and continually for the study, as opposed to quantitative approach. The tools used in this method will be unstructured or in depth meetings and surveys. The reason for making use of unstructured meetings is because it's capability of broader examination of the subject under discussion and facilitates better data production.

1.11-Structure of the Dissertation

The structure of the study will consist of six sections. The various features of the research that have been included have been discussed in the following chapters.

Chapter 1 Contains a short foreword of the study subject and a short preface of the company on which the study is based on. The objectives and goals are also mentioned. A short description of the approach technique utilized along with the tools used to gather the primary data is also covered in this section. In addition, any limitations faced by the research throughout this study will also be discussed in this section.

Chapter 2, This section consists of the literature review of the study subject problem in detail. Opinions of various writers/ academicians will be covered in this section and will be utilized as a base to answer the study questions.

Chapter3, This section contains a short description of the history of Vodafone, its achievements, objectives of the organization and the role of human resource department in Vodafone. Development techniques and nature of training at Vodafone are discussed fleetingly.

Chapter 4, The study methodology and approach used to explain the study has been covered in detail in this section. Evaluation of each method along with advantages and disadvantages will also be covered in this section. The tools used for collecting the data will also be discussed in this part.

Chapter 5, The effects of the study and findings in the research along with the discussion have been covered in this section. The findings from questionnaires and meetings will be given out

and will be justified as well. Data gathered through questionnaires and meetings will then be evaluated. The graphical representation of the questionnaires response will also be displayed in this section. Study findings will be then highlighted in light of the literature review so as to determine any correlation by evaluating the data. In the last part of this section, the study questions will be answered, moving the research to its last step.

Chapter 6, In this section, a deduction will be reached on the basis of the examination of data with the background of the study of goals and aims. Some recommendations for the organization and for the further studies for future researchers will be arrived at in the end of this section.

1.12-Summary of the chapter

In this part, a foreword to the general study procedure has been fleetingly given. An indication of the company has also been talked over in this section. A brief description of the aim of study is also given. The purpose and goals of the study have also been covered. Possibilities of the research have also been described in this part. The method used to gather the data from the example has also been specified clearly. Limits and constraints that the researcher has had to face in conducting this study have been also been highlighted in this section. The following section will concentrate on the examination of the literature for evaluating various opinions and views of scholars/ authors about the subject of the study in general.

CHAPTER 2 - LITERATURE REVIEW

2.1-Introduction

Within this part, a detailed study of diverse perspectives of many authors, scholars and researchers concerning the task of imparting training and effecting improvement in workforce retention and its impact in deriving better performance in workforce and on the other hand on the managerial and organizational performance will also be taken into description. Additionally, to analyze, why many organizations spend a lot of time and money for training and development during retention of employees as well as in what situations. Correspondingly, we will come across about how business must be prepared, planned and supervise training and development within the staff in order to create and deliver better satisfaction and more efficient services to employees which ultimately is in favour of the organization. By the side of this chapter, the creative writing module will be discussed associated to assess the efficiency of training and development and its responsibility and relevance in retention of employees will be discussed in detail.

2.2-What is meant by employee retention and why it is needed by an Organization?

Retention plays a major role for any organization & establishment for its continued existence in this supersonic, bloodthirsty, competitive race. Retention can be defined as below according to different authors.

Retention means the functioning of many integrated and incorporated strategies which are to be projected to boost the efficiency and performance of the organizations along with that it would be capable to focus on fast development, attract innovative employees and would besides be competent to retain the existing workforce in order to meet up future prospective competitive business requirements. (According to Lockwood, 2006, p.2)

Within this, approach to retain the talented workforce is the prime concern for several organizations. According to Rapport (2009), crucial analysis of employees trend have revealed that the lack of extremely skilful workforce who have the necessary knowledge and the skills to manage a particular high level position, means the organization are unsuccessful in retaining top and efficient performers. Having unqualified employees will ultimately be obstruction to their capability to sustain the competition. Huge literature is accessible on employee turnover which

aims to bring forth the different factors and reasons which makes employees to quit. But on other hand some literature is available concerning the factors that compel employees to stick on with the companies.

To identify the consequence of retention of brilliant employees in any organization, Researcher has to aim on reasons for the enlarged employee turnover.

2.3-Increased employee Turnover

Longman (2005) defines 'turnover' is the percentage of employees going out from the organization and fresh employees employed by the organization.

While Gaertner and Nollen (2006), has defined turnover as the excitement of workers to go away from the company. This means as soon as employee intends to go away, the company cannot get effectiveness and proficiency in work from that employee for the reason of that employee's poorer productivity. Additionally the impact of increased retention affects expenses of the business either directly or indirectly.

2.4-Calculation of Retention

Retention may be calculated as

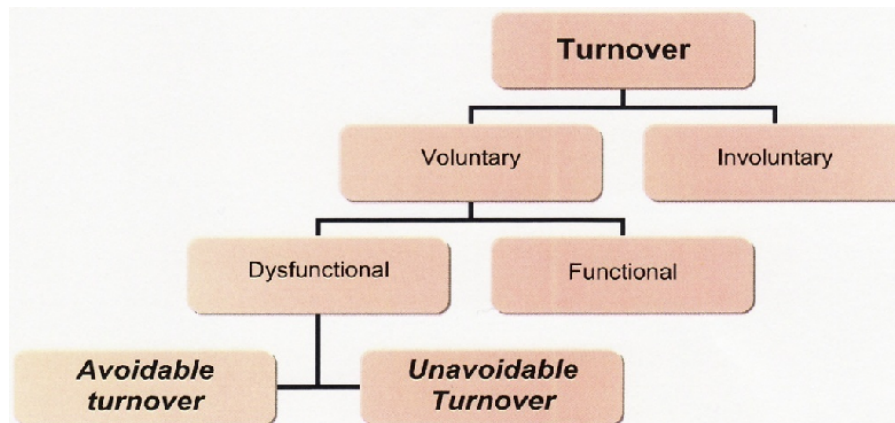
Total number of workers leaving over period
_____ Multiplied by 100
Average total number of workers employed over period

- According to the above formula by (CIPD 2008), the entire number of leavers includes each and every one even individual going out of the company unwillingly (dismissal, sacking, job loss, retirement etc.). In the same way in this figure there is no difference between efficient (useful) and inefficient. It means that it is supportive way in benchmarking; however it is restricted for logical use in the classification of the exact difficult areas in the organization.

2.5-Types of employee Turnover

According to Lambert (2008), within turnover there must be difference among voluntary and involuntary turnover. In voluntary turnover, the worker takes the initiative of quitting of service

whereas in involuntary turnover the company terminates a worker (dismissals, deferments and suspension)



Figure, 2.1- Types of turnover as cited in Lambert (2008).

The voluntary turnover is additionally separated into functional (leaving of low performance workforce) and dysfunctional (leaving of precious workers) as well. all over again this is separated into unavoidable turnover(family moved, serious sickness, or decease)on such situations companies don't have focus whereas the another one is avoidable turnover, which is the most important point of distress for any company which makes up the most important element of turnover.

2.6-Adverse effects of increased employee Turnover in an Organization

Several drawbacks of increased employee turnover are as given below

2.7-Elevated financial expenditure of Turnover

The financial expenditure is more for staffing and training of new employees. For most, the HR managers recognize that the high cost of turnover adds thousands of Dollars to any company's costs which include the expenses of the new workforce, training expenses and the loss of production output (Rita Dunn and Kenneth Dunn, 2005). On the whole corporate experts estimate 25% of the average wages for the employee in traditional system.

2.8- knowledge drain, an asset of the organization

At the time of employee leaving an organization, he also carries the precious knowledge about the organization, business process, about the customers, current projects, clients and correspondingly the precedent history of the business which is advantageous to its competitors. More often than that a great extent of time along with weighty investment of capital has been spent on workers in expecting to obtain enhanced profits in future. Hence, when ever employees

leave the organisation all these precious investments are lost. (Jay Barney, Patricia Gorman Clifford, 2010)

2.9- Weakens Customer and Clients relationships

The employee takes away all the relationships cultivated with customers and potential clients when he leaves the organisation, which results in huge loss for the organisation because customers and clients give business to any company and the employees of the company maintain loyal relationships with the clients and that promote continued investment in the business. So, this all investment is lost when an efficient employee leaves the company, (Magda Barrera and Jody Heymann, 2010)

2.10-Low productivity until the new Employees are completely Trained

Whenever talented and skilled employee go away from the company it cause serious loss for the company as the newly appointed staff will take a some time to be trained fully about the process and it could cause low output and productivity for the organization. (Magda Barrera and Jody Heymann, 2010)

2.11-Turnover leads to more Turnovers.

When the worker go out of an organisation it probably leaves some impact on the emotional state of the workers left behind which may also leave a reason of worry among them in the company concerning themselves as well and prompt them to leave too. (Jack J. Phillips and Adele O'Connell, 2008).

2.12 Fundamental reasons of increased employee Turnover

All around they are different factors implicated to the increased rate of turnover of the employees which are explained as below:

53% of the professionals think that the major, frequent reason for employee turnover is the hike in the pay or promotion opportunities outside the organization as there is a dearth of exploring opportunities of career and development within the organization ,According to ACAS (2005),

2.13-Internal & External factors

They are many other factors which may be measured carefully as below

Internal factors: This is often described as push factors which are lack of encouragement and support from the existing organisation managers or the management.

External factors: They are also pull factors which are like getting an offer for promotion with better pay from the other outside companies or competitors.

Therefore for any company to increase the retention it is essential to lessen the probable internal factors and it's always better to raise the internal opportunities of promotion incentives and pay packages.

2.14-Importance of retention in an Organization

Retention plays the very important role in any organization to control the brilliant and skilled employees. Retaining the best performers is the most important concern for several organizations in this competitive world (Chapman, Mary Boltz, 2009). Analysis and surveys shows that the lack of talented and skilled workers who have the top ability of performing at high standards will ultimately block the organisation capability to sustain with the competitors. For the success of any organisation in this existing competitive situation, Management should be ready with updated methods and procedures to attract the employees and make them to sustain in their organization to show their best abilities each day.

The retention of the capable, brilliant, talented, skilled and experienced workforce is a main focus of bloodthirsty competitive edge for any organization, According to King (2007). Correspondingly , the retention of the employee results in the steadiness of employees workforce which also results in the improving of the organizational standards, knowledge and also helps in the enhancement of procedures and quality with the help of continued developmental methods and it provides for a more consistent customers base as well. So, this is always very important for all the employers to recognize the viewpoints of workers regarding to their work profiles which they believe are very vital in order to direct them in to more loyal side of the company and to make them satisfied which ultimately helps in increasing the production. (Ventakesh,2009: Mulder, 2007).

According to Griffith et, al. (2008), even though there is enormous literature available on the employee retention that recognizes the factors which are responsible to make the employees to quit, but there is very less study focused on the factors relating to employees to sustain in the companies. In the same way, less research is made especially on how a worker thinks concerning his staying on with the same organization and correspondingly what are the factors which motivate them to create an attachment with the company. The basic strategies of employee retention have to be discussed in conjunction with the retention processes.

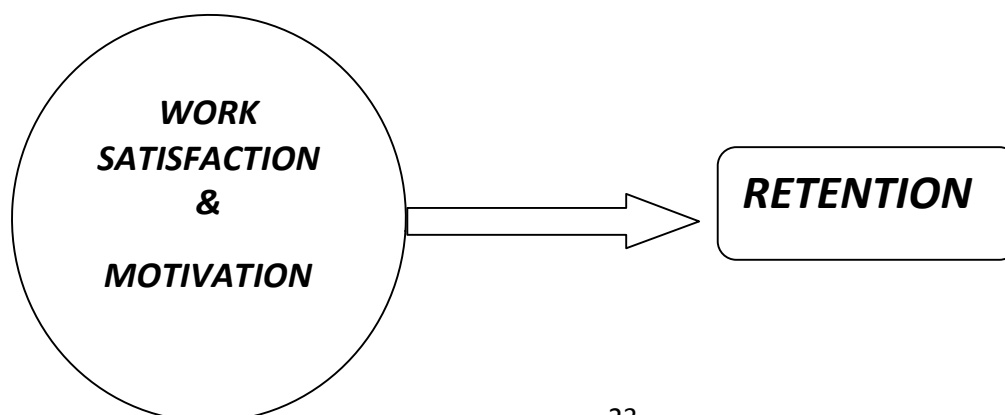
2.15-Which employees must be retained.

Lockwood (2006), suggest that withholding of the workforce must be focused on individual employees who plays very vital role in organization's achievement and success as they hold the knowledge, talent, skills and professional experience which is necessary for on the whole success of the business. If there is high rate of increase in the leaving of top performers, organizations have to take risk of performance losses which consist of weighty replacement expenses and scarcity of potential ability. With this aim, many organizations want to retain top performers and highly skilful workers who bring strength and consistency to the organization. Griffith et, al. (2008), argue with the aim of defining turnover as index of functionally capable employees continuing and low skilled employees going away from the company. Before looking towards the probable ways of retention of employees, it also needs to look into positive ways to keep hold of the employees. There must be a comprehensible difference among voluntary and involuntary turnover for the reason that often turnover of the poor performers is beneficial for the company while the voluntary turnover of the capable or the skilled employees is always costly for the companies therefore the major focal point of the business is to retain the voluntary turnover of the capable and the talented performers. In reality, retaining capable and skilled employees for a longer time produces maximum highest output, improvement and stability for the organizational business, According to Hans0n (2006). It has been found that the majority of the turnover intention is age, personal commitments and job satisfaction, According to Lambert and Hogan (2009).

2.16-Role of Motivation and Professional satisfaction in retention of Employee.

There is enormous data accessible about the explanation of the concept of motivation and satisfaction of employees.

Motivation is defined as the progression of encouragement, correct direction and safeguarding of human behaviour for the accomplishment of organisational goals, according to Locke 2007),



Figure, 2.2- Work satisfaction and motivation headed for retention of workforce

While Locke (2007) explained that *Job satisfaction* is the outcome of motivational procedure.

On the other hand he also tells that there are countless imaginary views concerning the drivers of motivation, which leads on the way to a feeling of fulfilment to the employee. Several managers believe that satisfied employees are backbone for production.

2.17-Advantages of Employee retention to the Organizations

They are few advantages of employee retention to companies which are as follows

2.18-Retention saves new Recruiting Expenses and Time

Workforce is the greatest assets of every company. By losing the qualified people, any company will be in a serious difficulty. Therefore, in the long run, by means of retention of existing workforce an organisation saves lots of money. The huge expenses spent for the substitutes of a capable and skilled employee are approximate up to 70 to 200% of the yearly wages of that employees. According to Beverly and Jordan (2008). This will includes advertising marketing and recruitment expenditure, training expenses of new workers and reduced output or productivity until the fresh employee is completely trained and in addition the loss of the clientele who were more or less dependable on the employees who are leaving or left the company.

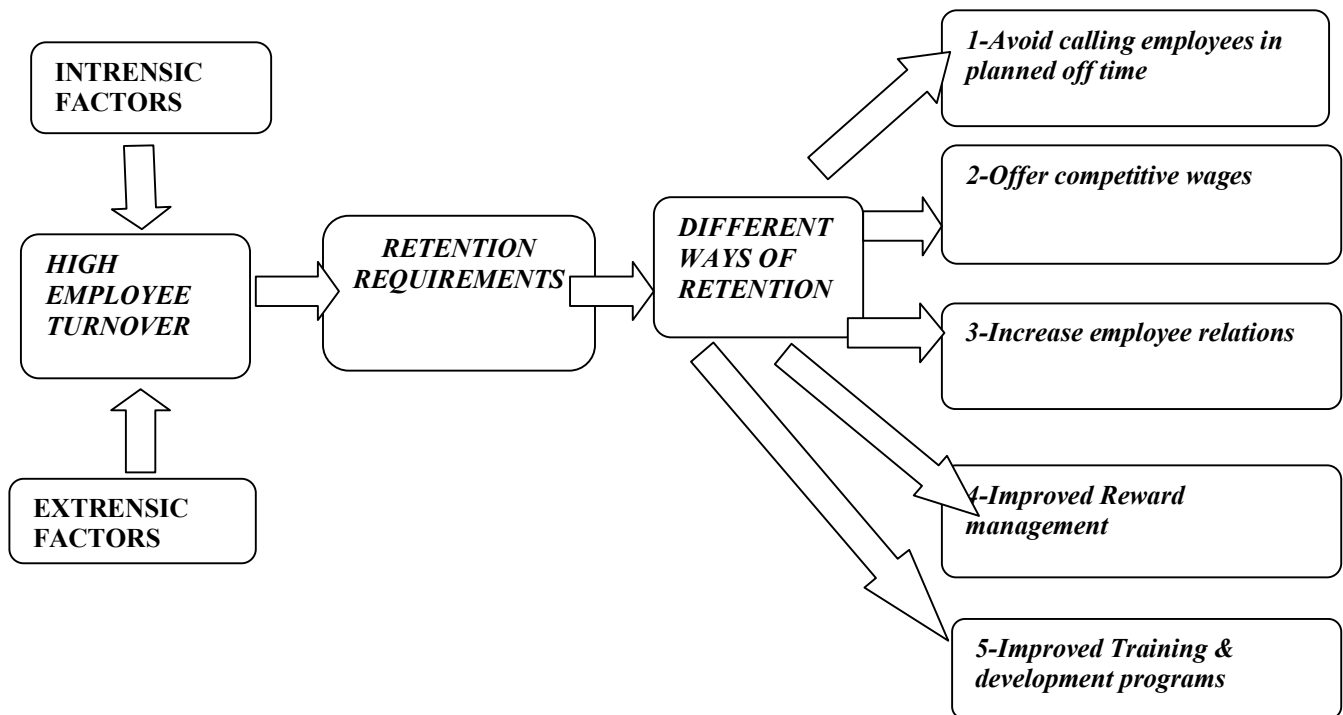
2.19-Retention helps to retain company's Information or Knowledge

When any competitor recruits the talented employee, there is constant probability of losing or exploiting key business knowledge, clients' information, key data, strategies and secrets of the company. For this reason it is always very important to retain the employees in the company. According to Bill (2007), hiring of talented employees from the good companies is a greatest source of competitors challenging corporate knowledge. Therefore, competitors are always more eager to appoint these talented employees by giving them better competitive remunerations, offers and benefits as compared to their own company.

Currently many organisations think instead of hiring the talented employees from the competitors it's always best to concentrate on how to attract and keep hold on best talented individuals and also they are more concerned about preventing drain of their own knowledge and skilled employees. There are few options available to attract and retain the talented employees

2.20-Various options Offered to retain Employees

According to Parker and Kleemeir (2005), many Organisations improve their productivity by providing best job satisfaction to their employees and by retaining them at their best. Particular approach for retaining employees is not been discussed in any literature because the reason behind is different organizations have different management approaches and cultures. There are few intrinsic and extrinsic factors been discussed to retain the employees in organisation.



Figure, 2.3- Parker and Kleemeir Diagram of turnover and retention model

2.21 –Do not call Employees to work during planned Off days

One of the floor manager of Vodafone says that calling the workers on their planned off days and assigning heavy work load by covering with over time is one of the most important turnover reasons as well because this situation is very stressful for the workers. In addition to this it has seen that employees retain to their companies when there is no work pressure during off days and no calls from the management. (Longman, 2005).

2.22-Offering competitive pay rates to the Employees

Offering the competitive reward packages is very practical tool to encourage and retain the skilled employees, Mainly because the workers start thinking that they are not being valued by

organisation if they are not paid and these employees are more open to even slight hike offers from the competitors in the market as they don't have the job satisfaction.(Bill,2007)

2.23-Increasing employee Interactions and Engagements

According to the HR Manager of Vodafone it's been concluded that if organisations engage employees with different internal competitive programmes, recreational meetings and professional creativities there will be higher rate of retention in the organisation. It also can be achieved by proper and frequent communication between management and staff, regular interactions related to goals, company missions, health and safety, employee suggestions etc. Management has to create such a relaxed environment in the office for employees providing all the opportunities for their career growth, providing different training and developmental programmes. To retain the employees' organisations must make them to think that employees are the asset for their success and they value them in all manners. (web3)

2.24- Promotions, Rewards, and Appreciations of the top Performers

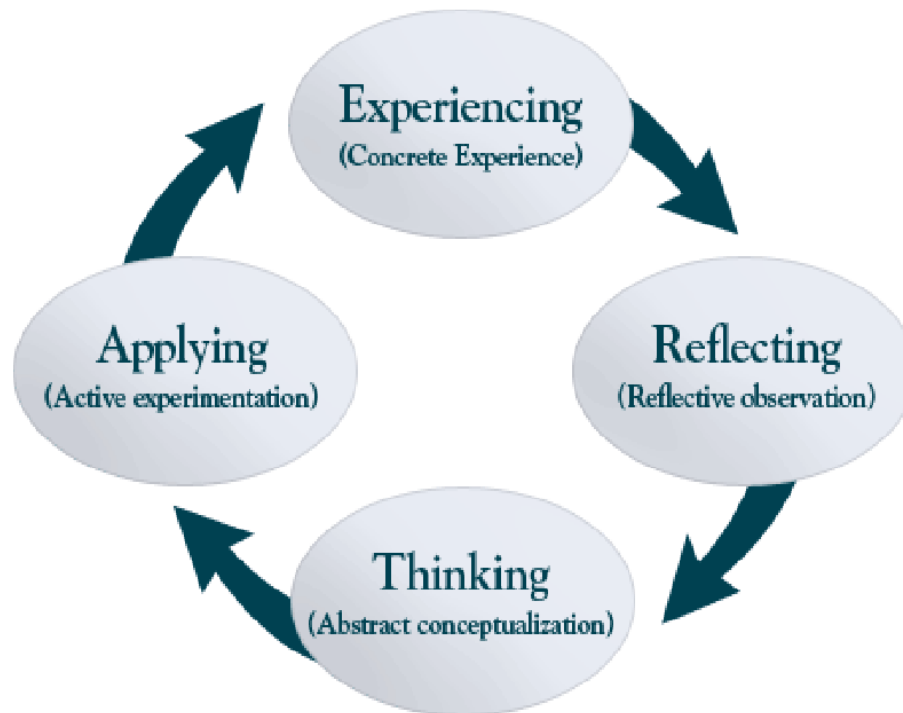
Recognizing the excellence of employees plays a very important role in retaining the top performers and it also creates the loyalty between the employees and the employer. Financial appreciation is the very important way in reward system. There are few rewarding factors which brings positive outlook in employees and this may increase the rate of retention. Few factors are offering flexible working programmes, conveyance facilities, special gifts on festivals, promotions, praising their efforts, giving them free day passes, family gatherings, working from home etc. (Lambert,E.G.2001).

2.25- Maintaining the employees Training & Development Program

With this fast moving economy and rapidly developing technology around us we need a workforce which has a focus on the future needs and adapts and skills themselves accordingly. Mostly it is the role of the manager to keep an eye on the personal growth of his staff in terms of the new technology.

There should be a development catalogue in the company which makes the employees aware about the ongoing trainings sessions and also the process cannot be completed without a regular feedback from the employees to maintain the quality and relevance of these training according to the needs of the employees.

A training program is learning process and thus needs to be updated, maintained timely and regularly. A learning process as given by ‘Kolb and Fry’ in 2009, which is still very relevant in today’s scenario is given below:



Figure, 2.4 ‘Kolb and Fry’ Learning Model

2.26- Relationship of Training and Development with Employee Retention

It is very important to provide the employee an opportunity to grow and develop in his job and carrier enhancing skills. This could be considered as the most important factor for motivating an employee in the organization.

External training classes and seminars disclose the secrets about what employees want for their training and development opportunities. However these opportunities can be found other than these trainings and seminars.

It is believed that these trainings create opportunities to develop devoted and growing employees who will benefit your business and will increase their own potential by going through this training process.

The result will be favourable to both the company and the individual. In any case it is a win-win situation for both the parties involved says (Vodafone Journal of Susan M. Heathfield, 2005).

2.27- Components of employee Training and Career Development Programs

There may be different reasons for employee training but one should make sure that it comprise of a comprehensive, consistent and ongoing employee training program. It is because of this quality of the program that your staff will stay motivated to learn new concepts and improve the profits for department. The training and development program is a process which works as a flow as given below by Gregory Pogue (2007)

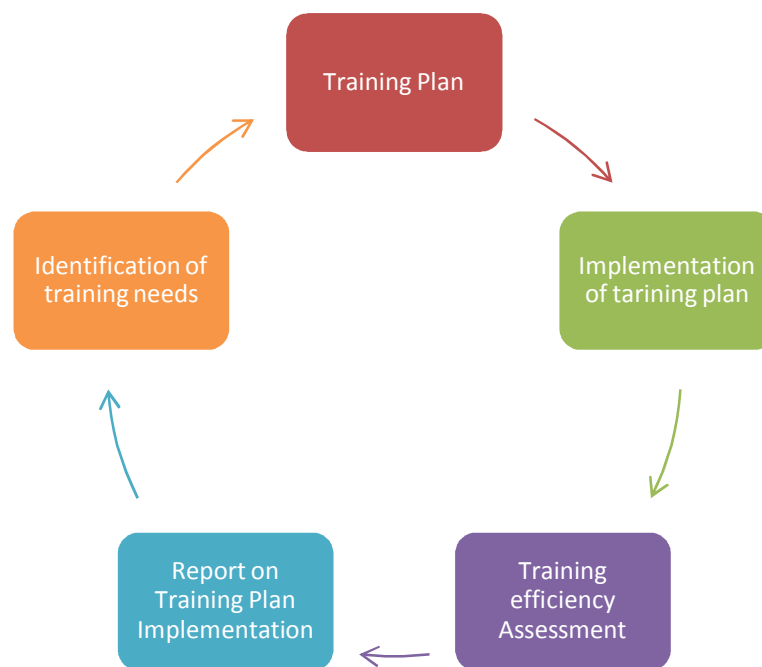


Figure 2.5, Training and Development Model by Gregory Pogue (2007)

The main elements of an employee training and development program as put forth by Gregory Pogue(2006) in his book “Employee assistance programs on liberal arts campuses,” first and foremost includes the policies and processes to identify the individuals who needs a push to improve their performance to the quality which organization is seeking.

For a training and development program the components that are quintessential are:

1. Top management commitment toward these programs.

2. Written and properly documented programs with policies and procedures.
3. Training programs focused on employees' performance and efficiency.
4. Accountability and responsibility of immediate supervisors and managers.
5. Keeping and maintain a decorum of confidentiality.

2.28-Encouraging Learning and Development Programs

Human Resources Management Guide (2009) from UCSF states that you can:

"Encourage growth and career development of employees by coaching, and by helping employees achieve their personal goals at UCSF and beyond...[you can develop] human resources by providing adequate training... encouragement of staff development, and opportunities for growth."

The manager should first assess the skills and interests of the employees, then select training and other activities to propel a person to hone and nurture new skills in those areas. Further the employees are required to take initiatives themselves. Any person who is not willing to update himself with the new technology will soon find himself either out of work or the avenues.

There should be a development catalogue in the company which makes the employees aware about the ongoing trainings sessions and also the process cannot be completed without the regular feedback from the employees to maintain the quality and relevance of these training according to the needs of the employees.

The employee should also take initiative and should seek out the relevant trainings and activities to nurture his growth in the organization. In today's world any person who is not willing to update himself with the new technology will soon find himself either out of work or the avenues become less and less for that person in order to succeed in his desired field.

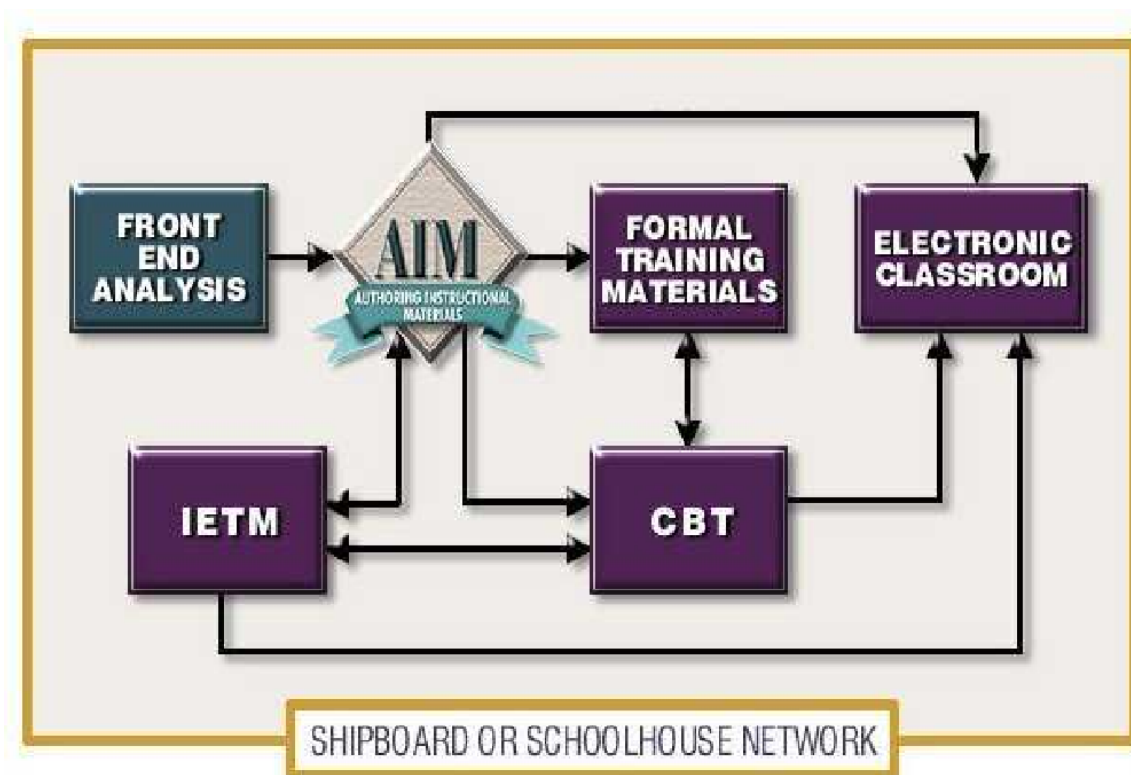
2.29-Streamlining the process of Training and Development Programs

With this fast moving economy and rapidly developing technology around us we need a workforce which has a focus on the future needs, adapts and skills themselves accordingly.

Mostly it is the role of the manager to keep an eye on the personal growth of his staff in terms of the new technology.

There should be a development catalogue in the company which makes the employees aware about the ongoing trainings sessions and also the process cannot be completed without the regular feedback from the employees to maintain the quality and relevance of these training according to the needs of the employees.

An example of streamline training is given by, Authoring Instructional Materials (AIM). It is basically a tool to progress and streamline the training and development process. AIM is used by Florida Navy in 2009, AIM works on Personnel Performance Profile (PPP).



Figure,2.6 AIM Navys Personal Performance Profile

2.30 Planned Direction of Training and Development Programs

It is very important to understand the implication of a training program on the strategies of the company. Further the strategies, training and development programs need to be in line with each other for the development of the organization along with its employees.

The Marketplace Capabilities Group Inc. (Employee Manual 2009) a management consultant company asserts that training is meaningful only if it can have a permanent effect on the behaviour of the company, which is in line with the organization's long term objective. They give out the five step process training as below:



Figure, 2.7 the Marketplace Capabilities Group Inc, Five Step Training Process

Further the strategies, training and development programs a need to be in line with each other for the development of the organization along with its employees.

2.31-Hierarchy of Training and Development Programs

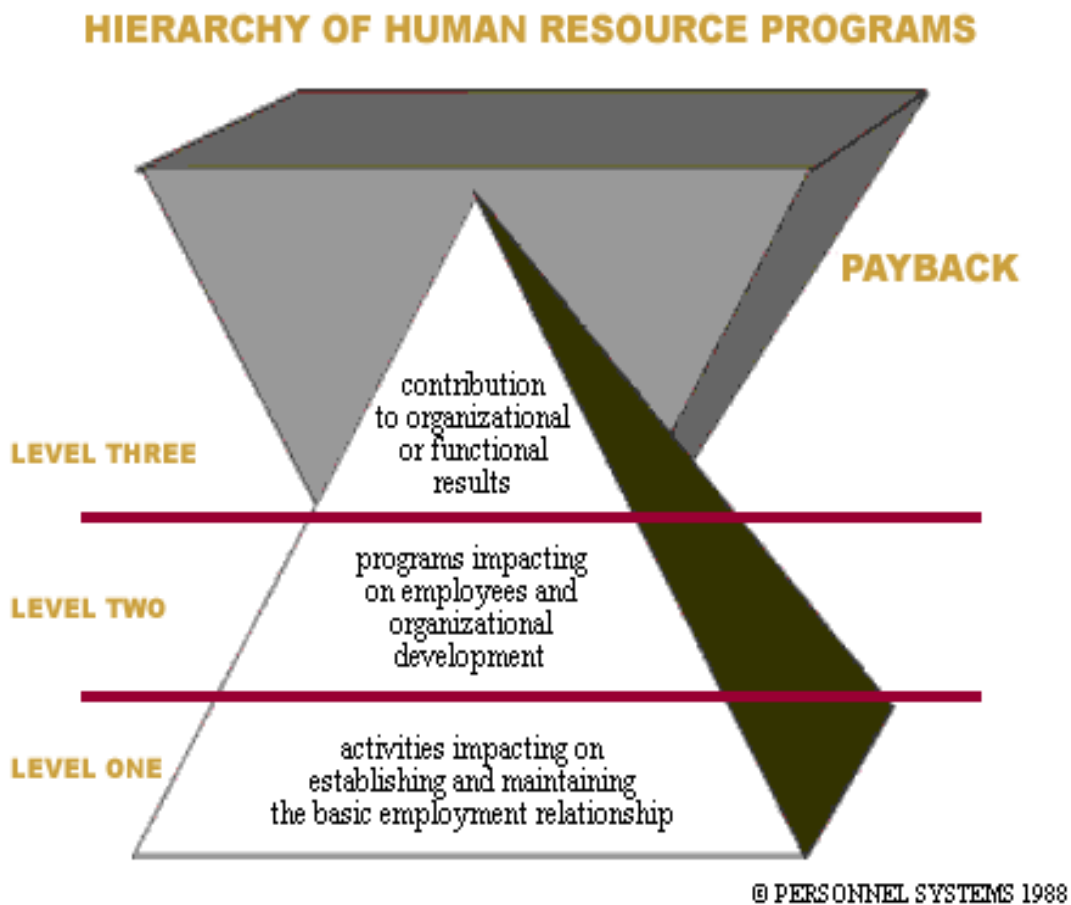
Personnel systems, human resource specialist organization(CEO Interview in times india 2010)believes that different hierarchal levels exist in training and development programs. While level1 training paybacks the least, level three training paybacks the highest.

Level 1: It is the very basic level which relates to implementation of processes in order to maintain cordial relationship among the employee and employer.

Level 2: This level relates to developmental activities such as organizational and employees' training and development in order to increase the effectiveness and efficiency of the

employees as well as the organization. Initiatives taken at this level have developmental implications.

Level 3: This level relates to activities which has the possibility for vast payback to the organization. Initiatives taken at this level are very crucial and have strategic implications. At this level organization basically deal with the issue of macro level, such as demand and supply. These are the plans that broadly define the objectives and have the utmost effect on the organization.



Figure, 2.8 Personnel systems, Training and Development Levels

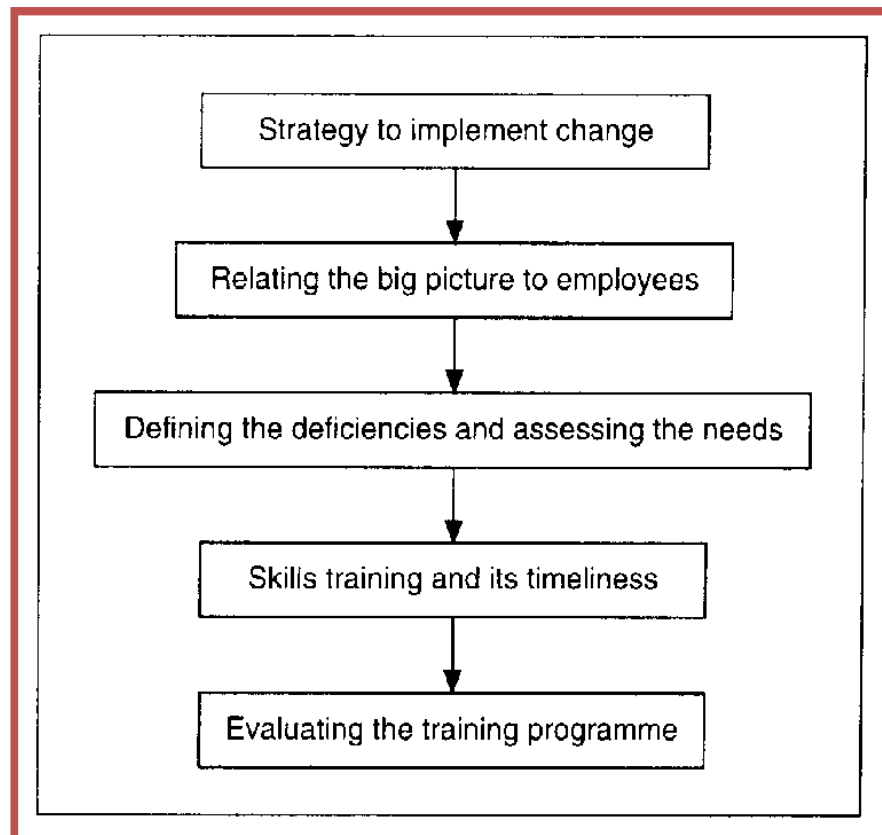
Training and development at level 1 training paybacks the least to the organization, while level three training paybacks the highest.

2.32-Effective implementation of Training & Development Programs

As per S.E. Jackson, R.S. Schuler and S. Werner (2009) in their book “Managing Human Resources”, for effective training and development, proper implementation of training and development is a very crucial.

Effective implementation of training is dependent on pertinent conditions and apt programs. If both the components are optimally utilized, most effective output of training can be achieved.

One of the methods for effective implementation of training and development programs as given by emerald journal is below. Effective implementation of training is dependent on pertinent conditions and apt programs.



Figure,2.8 Effective Training Implementation Programme By S.E Jackson, R.S. Schuler and S. Werner (2009)

Optimal implementation of training is dependent on pertinent conditions and apt programs. If both the components are optimally utilized, most effective output of training can be achieved.

2.33-Process of Implementation of Training & Development Programs

In the book “Managing Human Resources”, S.E. Jackson, R.S. Schuler and S. Werner (2009) discuss five components of implementation of training and development programs.

The five components includes developing employees’ insight, motivation of employees, making them understand how to acquire the skill and imbibe training, providing them with opportunities to implement the training learning in real world, making the employees accountable for the training acquired.

These five components are briefly described below:

Firstly, *insight*, it is important for the individuals to realize what they do not know and its importance. Then only it makes sense to teach a process or provide skill development classes.

Secondly, *motivation*, motivation forms a very important part in training implementation. Employee need to be motivated to an extent that they absorb maximum during the training. Without motivation, the urge to learn will come to a very few and can thus entirely bring down the basic aim of training. Also, during the training steps are to be taken to keep motivating employees.

For example, incentives can be provided during training which may increase and give them an incentive to concentrate more. Also, prizes can be kept for evaluation at the end of the training, so that employees compete and learn the maximum.

Thirdly, *how to acquire skill or imbibe training*, it is important to make the employees understand and be wary of the best methods to imbibe training. The design of the training be such that it automatically communicate this to the concerned people.

Fourthly, *Practical learning*, if the training modules are taught in such a manner that the employees can practically apply them within reasonable time or during the training itself then the effectiveness of training increases to multiple times. In addition to that, it should be made

sure that in regular intervals employees get to practice the activities and the skills they learned.

As the time gap increases, the impact of training will reduce. Thus, it is pertinent that employees can practically apply them within reasonable time or during the training itself then the effectiveness of training increases to multiple times.

Fifthly, *accountability*, it is imperative and reasonable to make employees accountable for the training provided to them. Employees when given responsibility for exhibiting the effectiveness of the training are likely to be more attentive during training. Also like the organizational hierarchy, it can be done that hierarchal accountability is created to keep a check.

Mictel Solutions which provides best practices pertaining to design and implementation services does also share a similar five component model as asserted by **S.E. Jackson, R.S. Schuler and S. Werner (2009)** in their book “**Managing Human Resources**”. The five components includes developing employees’ insight, motivation of employees, making them understand how to acquire the skill and imbibe training, providing them with opportunities to implement the training learning in real world, making the employees accountable for the training acquired.



Figure, 2.9The model implemented by Mictel Solutions

2.34-Continuing Education in Employee Training

Training and development at regular intervals is very pertinent. Its importance cannot be undermined in front of new hire training. Jeffrey Bodimer asserts in his article (2009) “Use Training and Development to Motivate Staff-Building Your Employee Training and Development Program”.

Nearly about 40% of information is retained in the training sessions that are held at initial level. Hereby a continuous effort is required from the organization to provide its employees training and development at regular intervals.

2.35-Formal and Informal approach of Training and Development

Jeffrey Bodimer in his article(2009) “Use Training and Development to Motivate Staff-Building Your Employee Training and Development Program,” discusses about two ways of training i.e. official or formal way of training and informal way of training.

The informal way of training is more luring and immediately appeals to the person concerned. It is not a warning that the employees needs training, but a communication that they are given training lesson to improve their efficiency. The informal training way is liable to prepare the mindset in the organization that as and when any procedure changes, employees are liable to receive the impact of this.

2.35-On job Training and Development Program

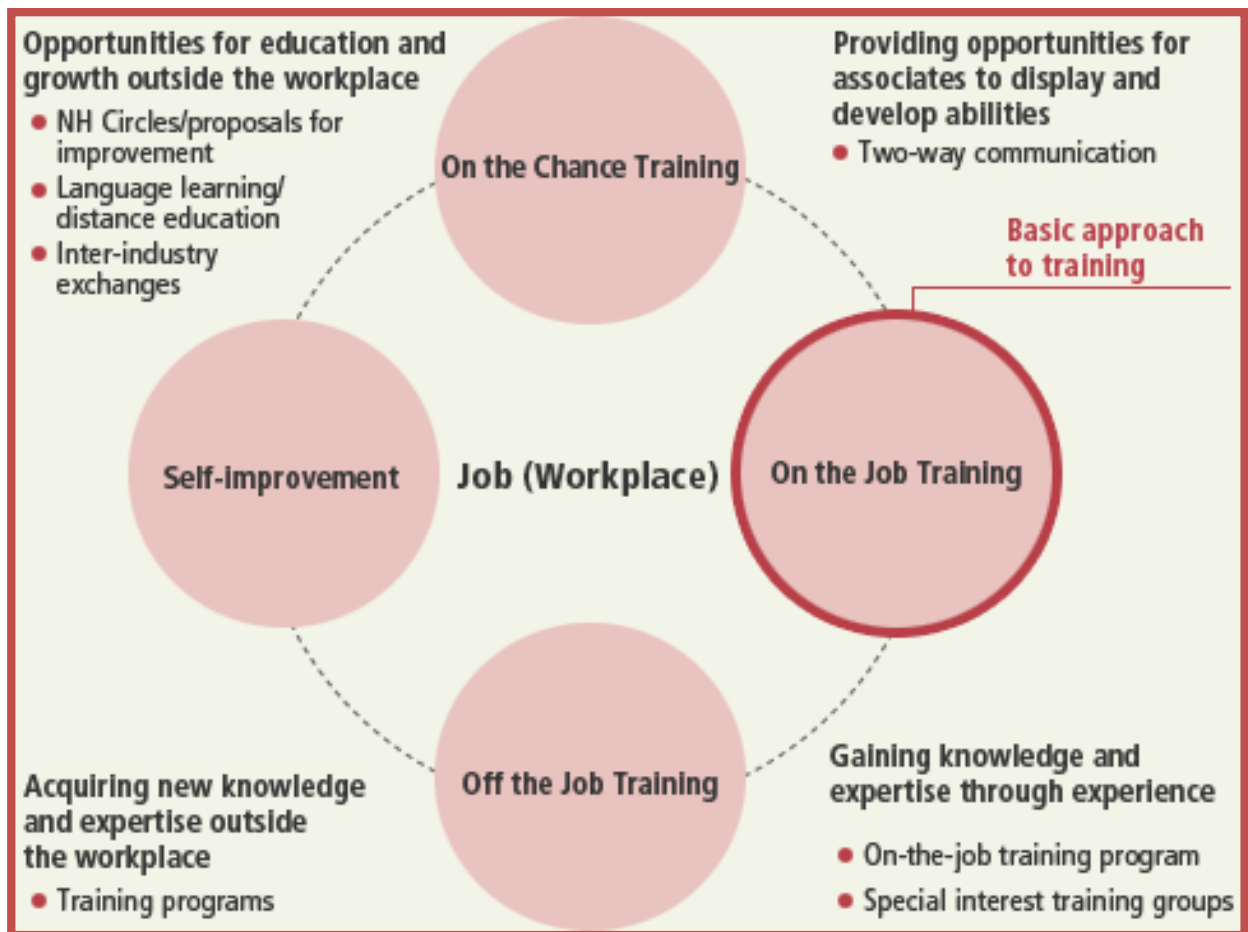
On the job training and development programs is the best form of practical training. In this kind of training an individual since start is wary of practical procedures and learn whatever is relevant to the job. Thus it is ensured that all the parts which will be useful in job are covered in this type of training.

These types of trainings also suffer from limitations; implicit cost accruing to such training is ignored many a times. Thus it can be very costly as the true cost of such kind of training is difficult to decipher.

For example, an individual on 'on-the-job-training' might be taking help of many of his colleagues but their time quotient may not be considered in the cost.

It is also to be noticed that, these types of trainings also suffer from limitations; implicit cost accruing to such training is ignored many a times. Thus it can be very costly as the true cost of such kind of training is difficult to decipher

They have in practice on job training program for all the kinds of job present in the company. It addition to this they have kept qualitative and quantitative targets for the knowledge and skills to be acquired. They build specialized skills and professional capacity via real life experience.



Figure, 2.9 Flow chart of on-the-job training program

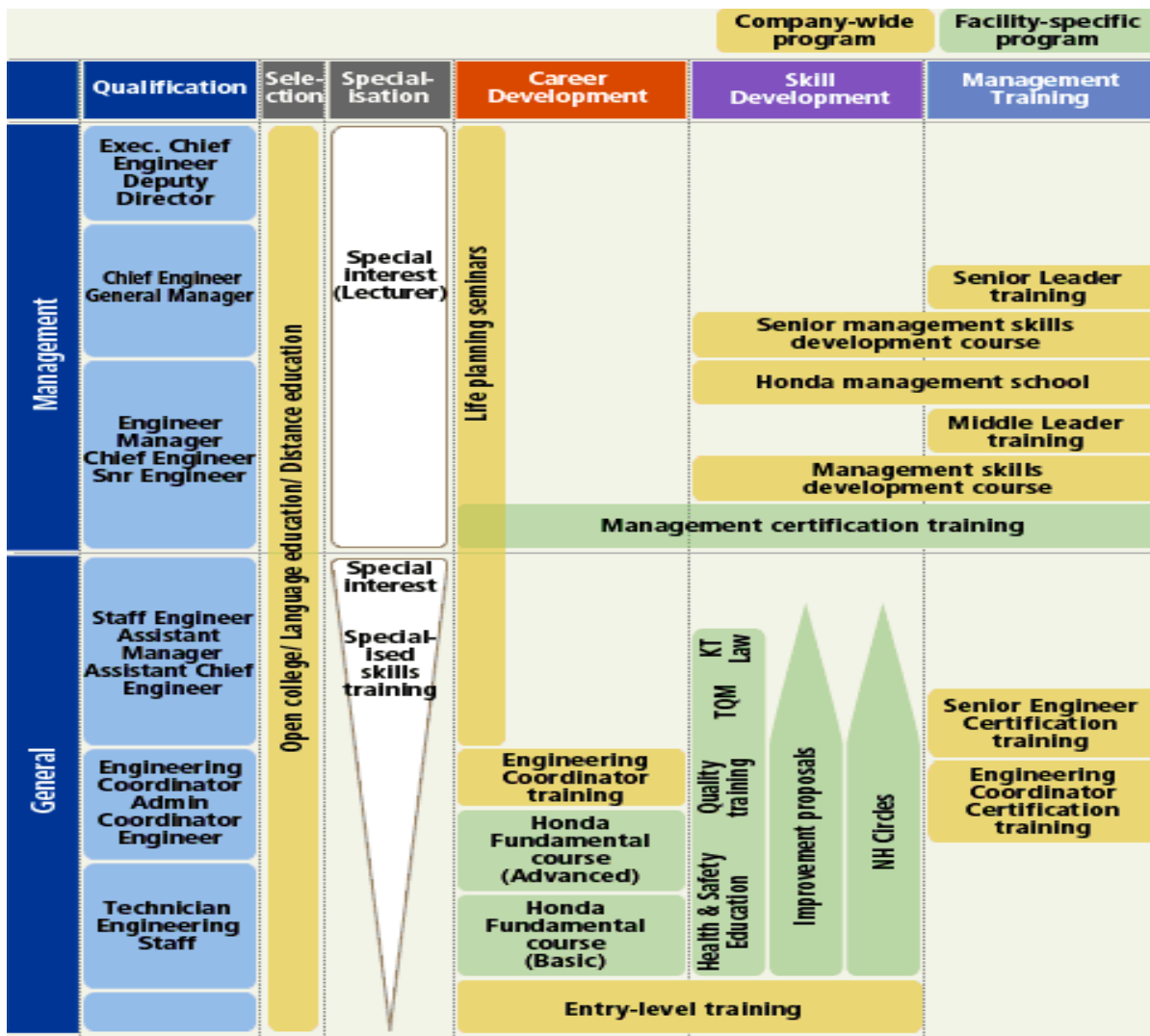
2.36-Off-job Training and Development Program

Along with on-the-job training and development programs, Honda also have specialized off-the-job training programs, which offer opportunities to their employees to augment their careers by imbibing new and valuable skills which will enhance their management capabilities.

Vodafone provides different opportunities such as for learning foreign languages, enrolling for distance education programs and many types of exchange programs.

In order to support their employees who desire to learn new skills, obtain knowledge and nurture themselves optimally to realize their capacity and potential, Honda company provides different opportunities such as for learning foreign languages, enrolling for distance education programs and many types of exchange programs.

The off-the-job training and development program flow chart of the Honda Company is given below:



Figure, 2.9 Hondas off Job Training Model.

2.38-Need and Advantages of Training and Development of Employees

J. Cheminais, G. Van Der Waldt, W. Fox and M. S. Bayat (2008) in their book ‘The Fundamentals of Public Personnel Management’, asserts that importance and advantages of training and development of employees is unquestionable.

Firstly, *High rate of job satisfaction*, Different people in the organization come with different culture and attitude. In order to bring all of them on the same level, training is pertinent. It is required for the development and growth of an employee at an individual level.

Secondly, *Enhanced employee empowerment and commitment to the job*, With the change in technology and new developments, it becomes essential for organizations to imbibe the

change in the today's competitive environment and thus training for specialized skills and regular development programs is a necessity.

Thirdly, *Advantages of training and career development on workforce and on organization*, Training is required for the development and growth of an employee at an individual level. Thus when all the employees grow the organization also grows.

Fourthly, *Enhanced loyalty and meaningfulness*, In order to boost the morale of employees and keep them abreast with the new developments training and development programs are pertinent.

Fifthly, *Performance of the motivated employees*, Proper timely support and guidance not only boost their morale but also increases their efficiency and effectiveness.

The need and advantages of training and development of employees is aptly exhibited in the diagram below given by Dr. Alan Nankervis & Dr. Cecil Pearson (2010) in their book 'Research and Practice', Human Resource Management.

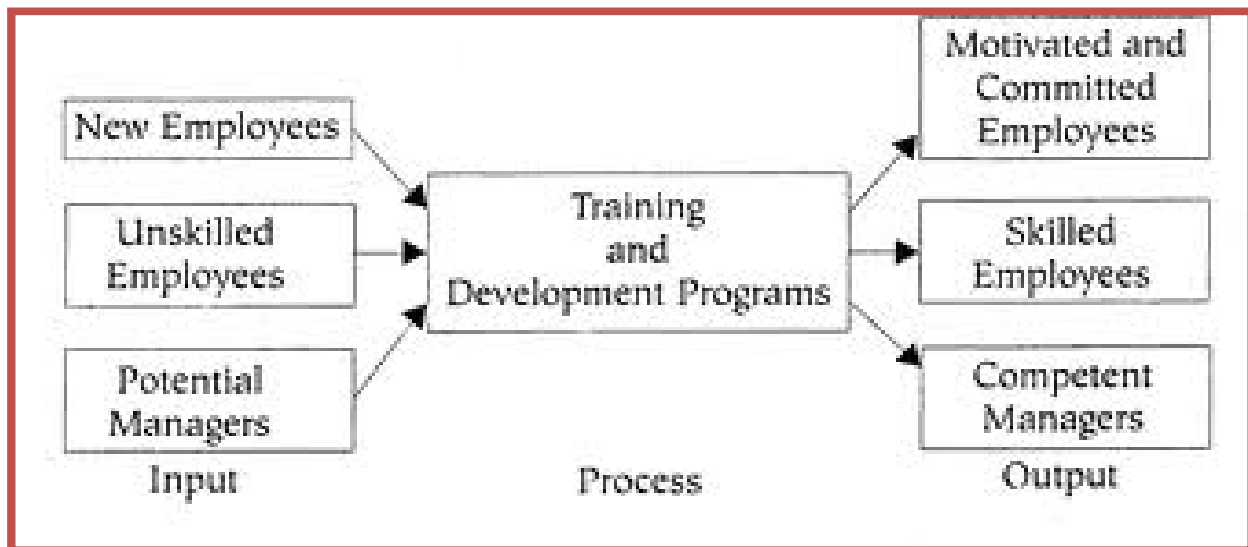


Figure 2.10 Dr. Alan Nankervis & Dr. Cecil Pearson (2010) Training and Development Programme

CHAPTER THREE

Vodafone UK: Company overview

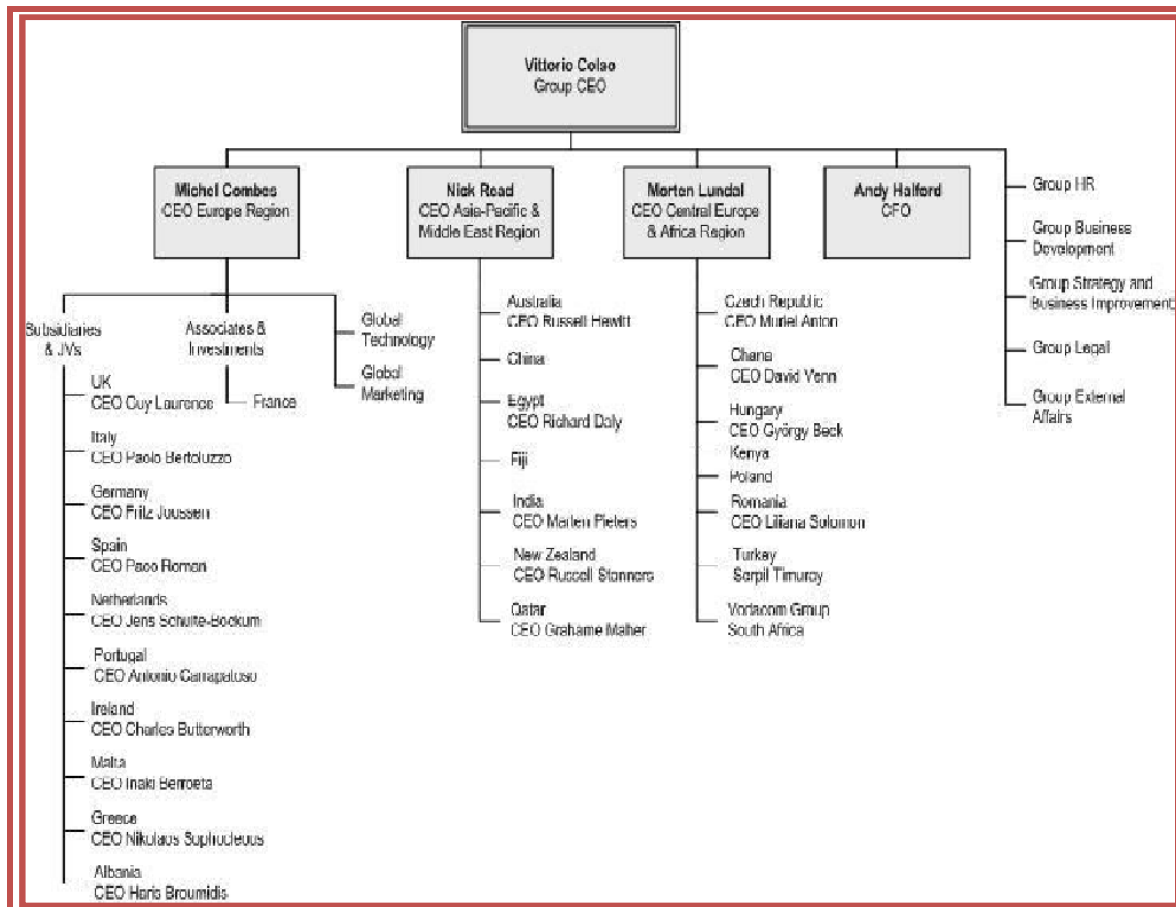
3.1 Introduction

Vodafone Group plc was started in United Kingdom. It is one of the oldest and original companies of United Kingdom. The company has presence across the world in around 30 countries. It has presence in many countries in Asia region, widely present in Europe and United states. In addition to these, the company is also present in various emerging economies.

Going by revenue generation, it is the largest telecom company in the world. It has operating presence in more than 30 countries and has partners present in more than 40 countries. Going by subscribers, Vodafone is among the leaders. It is the world's second largest company and is growing at a higher rate.

Vodafone UK Ltd. is a subsidiary of Vodafone Group PLC, which provides a range of mobile telecommunications services, including voice and data communications. The company has equity interests and partner networks in nearly 30 countries with most of its mobile subsidiaries operating principally under the brand name Vodafone.

It made one of the United Kingdom's first mobile calls at a few minutes past midnight in January 1985. By 2000, the network coy became one of the largest companies in Europe and one of the largest of its kind anywhere in the world. Vodafone UK Ltd. is in Newbury, Berkshire.



3.1 Figure about Vodafone, via Vodafone website

3.2 Mission Statement of the Company

To enrich our customers' lives through unique power of mobile communication.

"Quality is the foundation of our passion for our customers," commented Gavin Darby, Vodafone's UK Chief Operating Officer

3.3 Vodafone's Passion

Customers: With regard to their customers' trust, Vodafone UK believes that serving them and providing the best of services is the utmost priority

Employees: Vodafone UK believes that if they keep their people happy, the company will be exceptionally successful.

Performance: Vodafone believes in doing the best. The approach, company takes is completely action oriented and driving factor is its quality services.

Society: Vodafone UK has the policy to contribute to the environment in which it operates to the maximum possible through its services and Corporate Social Responsibility.

3.4 History

Vodafone came into incorporation in the year 1984. It was a subsidiary of the company Racal Electronics Plc. In the initial years it was called as Racal Telecom Ltd. Company and offered nearly 18-20% of its capital in primary market in 1988.

After some time in 1991, it was demerged from its parent company Racal Electronics Plc. It thereby became an independent operating company in year 1991 and which also lead to emergence of its now prevalent name Vodafone Group Plc.

In the year 1999, company merged with Air Touch Communications. Vodafone's name changed to Vodafone Air Touch Plc for a very short span of time in 1999 and after an annual general meeting it was agreed that the earlier name Vodafone Group Plc will be restored.

1982

- As Racal Telecomm, awarded the first mobile license in the UK.

1985

- First mobile analogue call in the UK.

1987:

- Launched Vodapage, a paging network covering 80% of the country.

1988

- Listed on the stock exchange

1991

- Separated from Racal Electronics and since then quoted as Vodafone

1993

- Introduction of digital mobile services in the UK and first international partnership.

1999

- Merged with Air Touch Communications, producing a new company, Vodafone Air touch plc

2000

- Began operating as the Vodafone group Plc

2002

- Introduced Vodafone Live!

2004

- Commercially launched its 3G services in Europe

2005

- Launched fixed mobile convergence product in Germany called Zuhause.

2006

- Sold its Japanese unit to Softbank and Swedish unit to Telenor.

2007

- Acquired controlling interest Hutchison Essar Limited in India; acquired Tele2 fixed line operations in Italy and Spain.

3.2 Figure, about Vodafone History, via Vodafone website.

3.5 Strategic initiatives

a) Vodafone launches the Vodafone Sure Signal

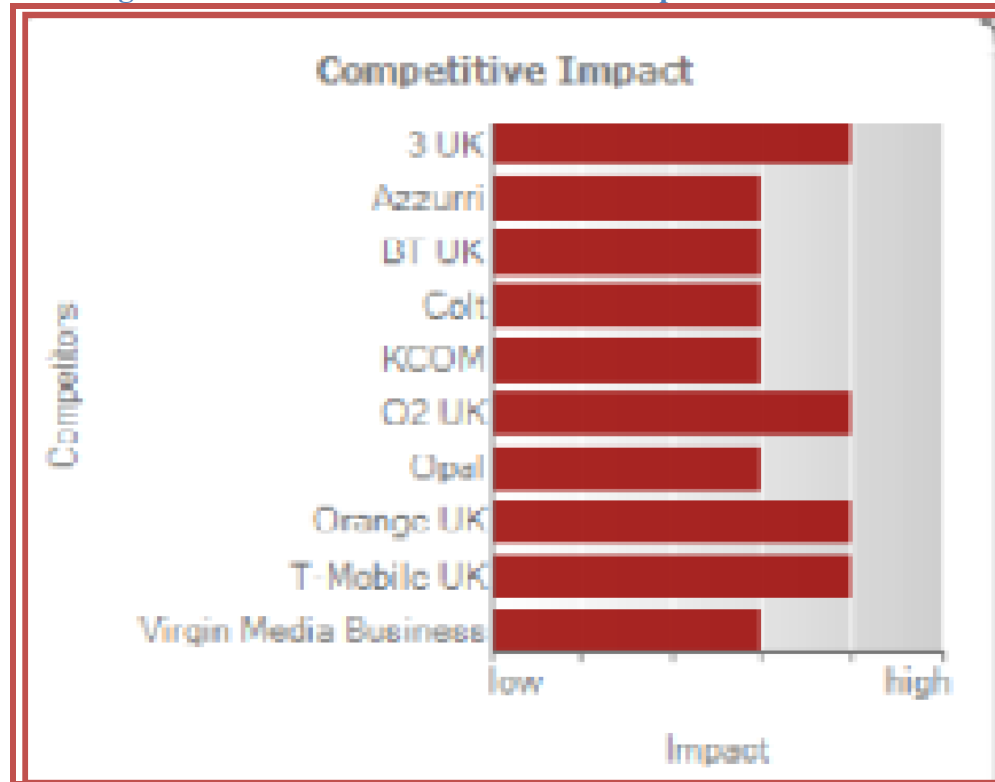
Summary of the event

It was launched for an improved 3G signal in the home or small office. This device was originally launched as the 'Vodafone Access Gateway' in July 2009. Vodafone Sure Signal is available to consumers from GBP 50 for subscriber customers of price plans of GBP 25 or more (or GBP 5 per month over a course of 12 months). Other customers of price plans of GBP 25 per month or less can purchase the device for a one-off cost of GBP 120 (or GBP 5 per month for 24 months). The device can be plugged into any 1 Mbps or more home broadband line.

3.6 Critical Analysis of the strategy

1. *Current Perspective:* Positive on Vodafone UK's re-launch of Vodafone Access Gateway, because the new 'Sure Signal' product name better communicates the solution's key proposition (improved indoor 3G coverage) and the revised marketing campaign is stronger and more customer-friendly. This offsets any competitor firm to launch cell planned for MWC in February.
2. *Vendor Importance:* Moderate to Vodafone UK, as the launch of Sure Signal is simply a stronger, better communicated and more customer-targeted marketing message for a product which first appeared last July under the name 'Vodafone Access Gateway'.
3. *Market Impact:* High on the UK mobile market, because Vodafone UK's Sure Signal does a wonderful job of identifying a genuine consumer problem (poor or limited indoor 3G coverage) and addressing it head-on.

b) Vodafone UK get in touch with the SMEs with Revamped 'Vodafone Partner Services



3.3 Figure about Vodafone competitors, via Vodafone website

3.7 Summary of the Event

Vodafone UK has completely revamped its channel partner programme with the launch of Vodafone Partner Programme (VPP). VPP will provide a centralized support structure for Vodafone's partners, which gain access to business development and marketing tools on a tiered performance basis (Platinum, Gold and Silver). Partners will receive financial incentives as well as access to Vodafone-sponsored events (e.g., Formula 1) and use of the company's new Customer Experience Centre at its Newbury headquarters.

3.8 Critical Analysis

a) Competitive Positives:

- i. Vodafone Partner Programme is a well structured channel programme.
- ii. Resellers are key for Vodafone's plans to sell UC and fixed services to SMEs.
- iii. Vodafone has improved its reach to SMEs versus rivals O2 and Everything Everywhere.

3.9 Competitive Concerns

- i. Vodafone is playing catch-up to fixed rivals.
- ii. A robust channel programme helps, but selling UC remains tough channel partners represent the most important route to market in the SME sector.

Vodafone already has 400 partners in place under the new programme, and acquisition Yes Telecom (branded Vodafone Partner Services) will manage VPP. Simplified and unified billing systems and a new partner portal will have a positive effect on Vodafone's relations with its channel partners and ability to sell its UC solution (Vodafone One Net) and bundled fixed and mobile services.

3.10 Importance of the Vendor

Very high to Vodafone UK, as it has found the process of selling Vodafone One Net to be a steep learning curve, and in order to gain maximum traction for the product, a network of high-quality resellers is critical. Vodafone's focus on training and sales support is important, as it is smaller channel partners that have the time to better educate customers on the potential efficiency benefits of UC solutions. Vodafone has also brought its partner programme in line with (and in some cases potentially ahead of) competitors such as BT, Opal, Colt, Virgin Media and O2.

3.11 Market Impact

High on the UK SME market, since Vodafone UK is emerging as a real threat in UC and fixed services on top of its traditional mobile services strengths. Vodafone's strategic partnership with BT Wholesale was a sign of intent from the operator, and VPP now puts it in a stronger position to win more SME customers.

The only limitation on VPP's immediate impact is Vodafone's initial focus on mobile services resellers. As VPP expands to include more fixed and IT resellers, its threat will become even greater. (Curwen, P.J., and Whalley, J., 2004)

3.12 Business description of the company

Vodafone UK Ltd. is a subsidiary Vodafone Group PLC, which provides a range of mobile telecommunications services, including voice and data communications. The company has equity

interests and partner networks in nearly 30 countries with most of its mobile subsidiaries operating principally under the brand name Vodafone.

It made one of the United Kingdom's first mobile calls at a few minutes past midnight in January 1985. By 2000, the network would become one of the largest companies in Europe and one of the largest of its kind anywhere in the world. Vodafone UK Ltd. is in Newbury, Berkshire.

3.13 Research and Development practices by the company

In UK, it has been observed that Information technology companies and Telecom companies hold the biggest share of R&D investments. Vodafone is the top most players in the telecom industry investment wise. Vodafone managed to increase its investments in R&D even during the economic slowdown, when majority of the firm decreases their investment spending. (Grant, I., 2010).

3.14 Human Resource Practices in the Company

Vodafone UK believes in keeping quality quotient on the top in any of its policies. It's world's largest mobile community member and is registered with ISO 900. Not only it is the UK's first telecom company to be registered with ISO, but also it was upgraded to 2000 version from 1994 version. ("Why Vodafone," via Vodafone website)

3.15 Diversity and Inclusion in Vodafone Family

The company has presence across the world in around 30 countries. It has presence in many countries in Asia region, widely present in Europe and United states. In addition to these, the company is also present in various emerging economies. It has around 80,000 employees.

CHAPTER FOUR-Research Methodology

4.1 Research Methodology

“Research is the manipulation of things or symbols for the purpose of generalizing to extend, correct or verify knowledge aids in construction of theory or in the practice of art.” (Stephenson & Lessinger, 1930)

4.2 RESEARCH PROBLEM: The main problem of the research was to find whether Training and Development had any impact on employee retention in Vodafone.

4.3 OBJECTIVES OF THE STUDY: The objectives of the proposed study are:

- 1.To determine the employee retention trends in Vodafone.
- 2.To find whether there is a significant relationship between employee retention and training and development given to the employee.

4.4 HYPOTHESIS: There is one hypothesis formulated by the researcher. It is as under:

“The Training and Development has a direct impact on Employee retention in Vodafone”.

4.5 DATA COLLECTION METHOD: The tools which were used for data collection were Standardized scales which had questions related to all the components related to training and development and its impact on Employee Retention in Vodafone. The questionnaires used had the questions in the following areas using the two variables.

- **Employee retention which is the dependent variable**
- **Training and Development which is the independent variable.**

3.7 Research Methods: This refers to the behaviour and instruments used in selecting and constructing research technique (Claire Selltitz and others, 1962). This further refers to the methods the researcher followed in performing research operations. The different methods used for this research were,

1. **Library Research:** This includes analysis of records of the company, literature and analysis of documents.
2. **Field Research:** This includes questionnaire, survey, personal interview or a case study which were used for the study.

4.8 DATA COLLECTION SOURCES: The data was collected from the primary as well as the secondary sources.

a. Primary Sources: The data was collected from the middle level and top level managers of the mobile company Vodafone. The method used for collecting primary data was a well devised closed ended questionnaire.

b. Secondary Sources: According to McDaniel et al., (2005), secondary data can be obtained on the basis of information that already exists. So, the secondary sources which were used for data collection were existing literature relevant to the study like company manuals, publications and other related works, journals, books, magazines and web sites. The similar works done on the same subject for some other related organizations were also gathered and used for the research which provided additional inputs for the research. Also the researcher was able to find whether these two variables taken for study, had any inter relationships with each other.

4.9 RESEARCH DESIGN: In this study, two variables were considered. They were Employee Retention and Training & Development, which aimed at bringing out the dependency of these two variables on each other.

The method used by the researcher for data collection was survey method, wherein a well devised closed ended questionnaire was given to the respondents and their opinion was obtained. Thus such an experience survey enabled the researcher to define the problem more precisely and formulate the hypothesis. Thus the research would concentrate on both surveying the already existing literature and an experience survey, which would survey the concerned people who know more about the issue taken for research. The research decisions were done taking the following into consideration, in sequence.

- The nature of the study and what the study is about.
- The reason for undertaking the study.
- The location where the study would be conducted.
- The type of data which would be collected for the study.

- The location where the data could be gathered.
- The nature of sample design.
- The data collection techniques which would be used.
- Finally, how the data would be analyzed and reported.

Thus keeping the research design decisions mentioned above, the research design is divided into the following parts.(Jerome LMyers, 2010)

1. A Sampling Design would be the mode of choosing the items to be observed for the research. The researcher has adopted a systematic random sampling method wherein the employees at all levels of the organization were taken into consideration.
2. An Observational Design would be made which would relate to the observations made during the research. This is the structured and well thought out instrument for collection of data.
3. A Statistical Design is used to collate the data gathered and statistically calculate the analysis for the data obtained. This is the method used by the researcher to analyze the data got from the study.
4. Finally it is the Operational Design which explains the techniques adopted while carrying out the sampling, statistical and operational analysis. This is the advanced decision adopted by the research while taking decision for sampling, collection of data and analysis of data.

4.10 SAMPLING DESIGN: The sample for the study should be made taking the following points into consideration :(Sharon L. Lohr, 2009)

1. **Universe:** This is the first step in developing any sample design, where the researcher clearly defines the set of objects. In the proposed study, the set of objects defined is clear. So the universe was taken to be employees at all the hierarchical levels.
2. **Sampling Unit:** A sampling unit is one which signifies the area where the unit of the study is situated. In this study, the researcher has taken the sampling unit as employees working for Vodafone, in Berkshire in the U.K. (The reason for choosing this unit is because, the researcher found the number of employees is significantly higher than any other place).
3. **Size of the Sample:** This refers to the number of items to be selected from the universe to constitute a sample. The size of the sample should neither be excessively large or too small. Hence the researcher considered the optimum size of the sample to be 75 employees of

Vodafone questionnaires been sent to all 75 employees in soft and hard copies in which got 30 responses in which 25 are completed and 5 are incomplete.

4. **Parameters of Interest:** In determining the sample design, the researcher must consider the question of the specific population parameters of interest. This has a strong impact on the sample design, which the researcher would accept. In this study, the researcher tried to find the retention factors of employees of Vodafone and whether the training part had significant influence on employee retention. So the variables taken for research i.e. employee retention and training and development were studied in depth. The researcher also tried to analyze any other significant factors responsible for these variables.

4.11 SAMPLING TECHNIQUE: A sample design is a definite plan for obtaining a sample from a given population. It also refers to the technique or the procedure that the researcher adopts while selecting a sample. This is generally done before data collection.

For this study, the researcher adopted a **Systematic Random Sampling** method. The population of 75 employees was taken into consideration. They were the middle level managers and top level managers. Each items in the entire population had an equal chance of being selected. However, when an item is selected once, it would not have the probability of being selected again.

The selection of cases for each category was done with great care and in accordance with the carefully designed research plan. The sample size is representative of the entire target. So there is little possibility of any essential group of the population being excluded, because the sample is divided into two strata as mentioned above

4.12 SCOPE OF STUDY: The ever changing dynamic world of business is dependent completely on the patronage of its customers. There is a huge competition in the business of cell phones. In today's fast moving world, the mobile phones have become indispensable to almost everyone, be it a professional or a top brass of a corporate, to an engineer, to a sportsman etc. So the **companies are competing against each other to not only attract customers but to serve them in such a way that the customers are not delighted and ecstatic** because of such a service that the company provides.

“The company cannot run without good assets i.e. the Human Resources” (Dr.Shafique Muhammad & Dr.Rashid Rahman, 2010). These are the people who are in contact with the

customers, directly or indirectly. But it is always evident that when there is a change or a technological advancement in the company (which would be there without doubt), the employees tend to feel scared because of the change and try to show their reluctance. This reluctance often comes in between meeting customer's demands and increasing profitability of the company.

This is the time when the company has to diagnose the problem and try to find the solution if any. The panacea for this problem has always been to educate the employees not only on the changing technology about which he gets apprehensive but also skills which would help him to have a good relationship with the customers. If the employee is confident about his job, with a tinge of soft skills, he is sure to make the customer delighted about the service. So he has to be given a training through which an attitudinal change is brought in which helps him to cope with any change in the company or any demands that the customers make. Thus it goes without saying that the employees should both be happy and satisfied with the job they do and the company which takes care of their interests. Thus employee benefits given by the company, together with proper T&D would surely give the employees satisfaction, boost morale, involvement and commitment towards the jobs and the company. This would surely help the company retain its assets, the employees.

This holds more relevance since this industry is a **Customer Oriented Service Industry** and here it always goes without saying, that the customer is the **BOSS**. This study will be concentrating on the relationship of employee retention and training and development. This study gains lot of importance as it would be concentrating on various issues relating to retention and training and development.

4.13 RELEVANCE OF THE STUDY: This study is aimed at bringing out the reasons for employee retention and its dependence on training and development. It is extremely complex and highly competitive environment, wherein every organization wants to make its mark in the highest level. If the company wants to have the greatest customer retention, it becomes necessary for the company to have its internal assets i.e. its Human Resources to be retained in the organization. The Human Resources are the people who have a direct or an indirect relationship with the customers.

The company has to find ways through which it could retain its employees. The need for employee retention arises when the employees are no longer interested in their jobs, do not perform well, are always complained about by the customers, do not consider the organization as

their own. The main reason for all these may be due to fear of change and low confidence/ interest regarding their jobs. When the employees are made aware that the company is doing everything possible to make their employees happy, the employees would surely not think of leaving the organization. The pay perks and other benefits should be given according to/more than the competitor of the company, which has the same stature like this company. This would give an impression to its employees that the company is indeed thinking in terms of its employee's interests. The employees also should be given scope to participate in the company's decisions and should be awarded when a good suggestion/idea is given. This would give hope to the employees that they could expect benefits from the company, if they retain themselves in the company for a longer period of time.

Also the monotony or boredom of the jobs of the employees should be broken and proper guidance be given to them regarding any form of change, the company wishes to bring in along with customer related aspects. The company cannot survive without its Human Resources as well as its customers.

Thus this study has great relevance in today's business environment, where the customers are no longer loyal to a particular company. The customers have so many choices open in front of them, that when he feels the service of a particular company is not satisfactory, fast or affordable, they move on to another company. The customers have become **"Switchers"**.

This study brings out the importance of employee retention and how training and development brings in that retention, which ultimately helps in customer retention.

4.14 QUALITATIVE RESEARCH: It involves lot of survey and in-depth interviews. Thus this becomes a function of the researcher's insights and impressions. This kind of research is non-quantitative form or a form which does not contain rigorous quantitative analysis. This technique generally involves projective techniques, group interviews or in-depth interviews.

4.15 QUANTITATIVE RESEARCH: This involves research related to qualitative phenomena like some kind of measurement, quantity etc. It is more formal or rigid, which means it involves lots of data or mean scores and analysis of the same using statistical tools (Monique Hennink, AjayBailey &Inge Hutter, 2010). This does not involve any personal opinion or ideas but the general trend which exists in any organization which is brought out using various tools and techniques.

4.16 INDUCTIVE RESEARCH: This involves taking the research from observation to formulating the theory. It moves from a specific observation to broader generalizations and theories. This is informally known as “bottom up” approach. Conclusions are more or less just premising and have a certain degree of uncertainty. This otherwise is generally in the form of climbing the hill and is known as **hill climbing**. It involves observation, pattern, tentative hypothesis and theory (Trochim, 2006 and Burney, 2008).

This study is a combination of qualitative and quantitative approaches as it involves both the outlook of the personnel, their view about the topic and their ideas, which is more qualitative. But the questionnaire is given and data is obtained, which is put in graphs, tables and calculations are done using statistical tools, which makes it quantitative.

4.17 JUSTIFICATION: This study is important since in today’s volatile environment of business, it is essential to have a smooth flow of activities within and outside the organization. Though not much could be done about the Macro Environment, the company could surely control its internal environment, where the Human Resources take precedence over all other factors. Thus it becomes important and urgent for the company to take care of its assets such that they would help the company, take care of its customers.

The research method used in this research is **Qualitative research** which mostly focuses on different ways which is a valid to conduct surveys at the various levels of employees working for Vodafone. It helped in bringing the satisfaction and motivation levels of the employees. The scales used for surveying also helped to find whether there was any kind of dissatisfaction and were the employees happy with the modus operandi adopted by the company to retain them. Thus the method adopted by the researcher was a valid one in bringing out the employees interests, which is rather a qualitative measurement. When the questionnaire was distributed to the employees, assuring them that their confidentiality would be maintained, it further helped in throwing more light on employee related aspects.

Further this study is valid since to keep the customers happy and to retain them, the employees have to be happy and productive. As the saying goes, “A happy worker is a productive worker”. So the company has to find ways to keep the employees always productive. If the employees knows their jobs, are customer oriented, do not resist to change, it increases their self esteem and make them interested in their jobs. Once an employee do not feel saturated and feel that the organization is his own, then he would never think of quitting his job.

That is why training and development is an integral part of any organization and holds more importance when any change is introduced. If the employee is given training, it increases his confidence, boosts his morale, gives him the courage to accept the change and also to agree that change is inevitable and it would do him only good, if he accepts the change. All this show how far the chosen topic for research is justified in the present context of business.

4.18 RELIABILITY: Whenever a measuring device is used as part of data collection and analysis, the reliability of the test is important. Reliability is identical with the stability of a test, survey, observation, or other quantifiable device. A reliability coefficient is a statistical choice to determine the reliability of a test. The coefficient represents a correlation to find the relationship of two variables and its intensity. A study is reliable if it produces consistent result over repeated testing's.

4.19 VALIDITY: According to Kirk and Miller (1986), validity of a research is usually concerned with focusing on the proposed phenomenon and collection of the relevant data only. This refers to the degree to which the test used or any other measuring device used for the research is truly measuring what the researcher intends measuring. The validity was found to be high in this research. It also refers to the degree to which the inferences made in the study are valid, otherwise the scores obtained relating employee retention and training and development is valid (Heffner, 2004).

4.20 ETHICAL ISSUES: The topic which was taken by the researcher was two important aspects of any organization and which are very relevant in today's business. The survey which the researcher undertook was done after formal permission from the authorities of the organization was taken. This subject being more of a qualitative research and the method used was survey did not create or get into any ethical issues.

4.21 DATA ANALYSIS: The data was analyzed in the following manner.

The opinions of the respondents were received through the questionnaire and the sums of the responses were calculated. The questions were positioned on a Likert Type scale of five ranking from strongly agree, which carried a score of 5 to strongly disagree, which had a score of 1.

The sum scores of the responses of Job Retention with respect to Training & Development were taken into consideration. Then the frequency of occurrence of each particular score was calculated. The median of these frequencies were calculated and all responses having score greater than or equal to this median were taken a high retention and vice versa.

Then the table relating to the variables i.e. Employee Retention and Training and Development was made. The data was analyzed using ANOVA or Analysis of Variance.

4.22 LIMITATIONS OF THE STUDY: The limitations of the study can be stated as under:

1. This study is limited to only the training and development aspect as the reason for Employee Retention. There are obviously many other reasons also which are very significant for Employee Retention like good working conditions, job satisfaction, job involvement, organizational commitment, high morale due to pay, perks, additional benefits etc. It could also be studied as a result of good organizational culture and climate etc.
2. It is limited to only the managerial level whereas; the retention reasons could be observed and studied for other hierarchical levels also, which would also be an interesting study.
3. This study deals with only the job aspects like training and development for employee retention. This could also be done with the personal aspects of the employee like life satisfaction of the employee and how it has an impact on their job retention.
4. The study was done only for six months which is a significantly less time to interact and know about the trends of employee retention in the organization. If the time period is increased then there can be a detailed and exhaustive research done on the subject.
5. This study has been done only with the employees at Berkshire in the U.K. whereas a more comprehensive research could be done with employees residing in other parts of the country and other countries also.

The above mentioned are the precise methodology which was adopted while doing the research. The steps given above were adopted precisely and though it was more a qualitative research, were finally analyzed in a rational method. The data were analyzed objectively showing no bias to any facts or opinion whatsoever. The researcher tried to bring out the actual reason for employee retention and was it really because of Training and Development imparted by the company, that it could retain its employees was also brought out clearly.

4.23 SUMMARY.

Basically in research two main approaches are available, Qualitative approach and Quantitative approach. For the above research qualitative approach has been selected because this approach consists of two techniques which are surveys and in-depth interviews. In this approach once after getting the permission from the superiors of the association, interviews and surveys will be conducted to gather the statistical data from the taken sample. The collected data during these surveys and interviews will be recorded and analyzed for the study of next chapter to attain the results.

CHAPTER FIVE – Data Analysis & Findings

5.1 Introduction

The focus of the research would be on the data analysis and the findings of the work that we have done till now in this research. We conducted a primary research and followed by the secondary findings we formed a proper summary of the same

5.2 Model used by Vodafone-UK Management

Today's world is brimming with change, complexity and difficulty. It is difficult for any business to work without extremely high talent and if they are not being prepared to lead the organization's survival in the competition around them. With the increased number of new companies and businesses and the continued progress of modern techniques, organisations have realised how valuable their employees are to them. As stated by Ljungberg and Larsson (2005), most companies now consider the workforce as significant contributors, and pay greater attention towards their administration in the organisation.

5.3 Interview Findings

1. Meaning of employee retention and its need for organization?

2 managers who are in vodafone UK were asked this question and they told that meaning of this is clear to them as well as as retention of employees is known to them and how it helps employees as well as company to achieve the goals by using the best set of people in the organization by

providing proper training to them. Literature review also gives us an idea that is proper training is provided to the employees they can do the work in an efficient manner and hence prove to be an asset for the organization which could help the organization to retain the employees for achieving its long term prospects.

By analysing the questionnaires we can conclude that employees can be retained if proper focus is done on training and development. 4th question emphasizes that Vodafone gives more importance to the development of employees by providing them proper training, only 7% of total surveyed employees disagreed to this comment and nearly 29% were neutral and remaining agreed to this question, hence we can conclude major portion of employees accept that Vodafone gives proper training to its employees for their development in an all round manner.

2. How training and development can be related with retention of employees?

Training and development will have to consider the motivators listed above when trying to maintain their employees motivated through instruction and employment. A training and development plan should be versatile and cater to different learners but also needs to adjust its motivating principles to keep employees engaged, interested, and meeting their needs. Managers should also know their employees and try to keep employees happy by trying things such as job rotation, promotion, reward systems, and incentives.

3. Vodafone's training and development objectives and aims?

VODAFONE?

Generally, level of service should be clearly defined or announced to customers broadly as commitments of a company. Moreover, it is necessary to transmit each level of service to practical standards that are visible and measurable by customers. For instance, Otis's

commitment was creating reliability. Then, it defined this commitment as capabilities to maintain its performance including managing availability effectively. In addition, it is significant to define more in standard of landing time, speed or other keys of performances.

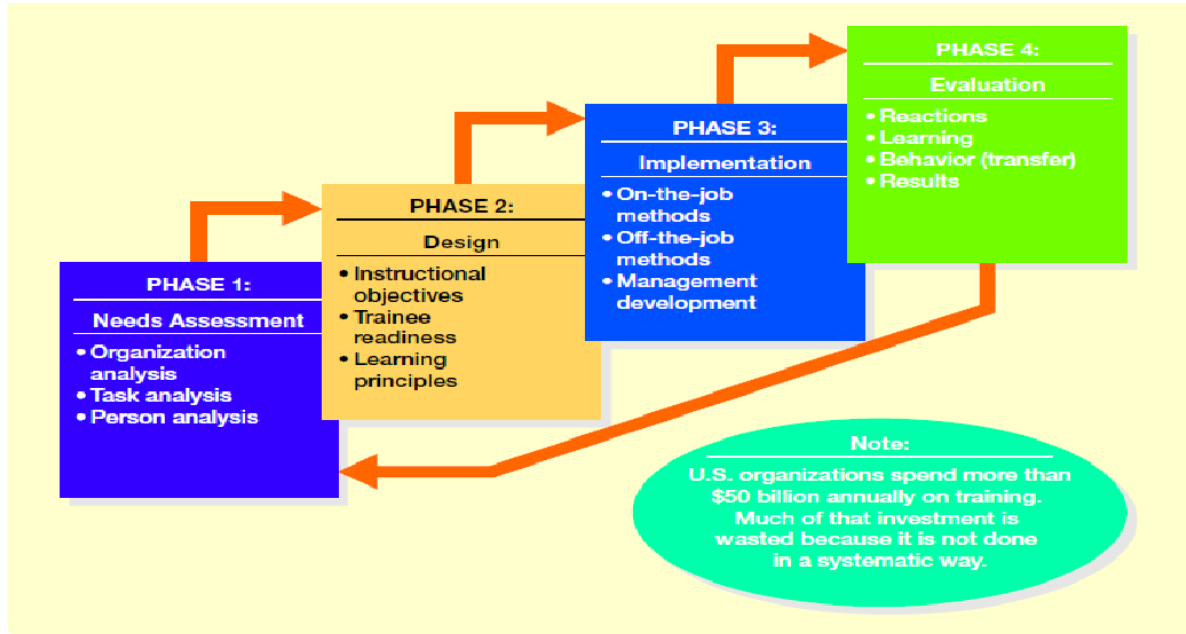


Fig1-Training and Development map collected from Training manager in Vodafone

5. Is best retention policy for employees training and development?

The response to this question was very straight forward from the HR manager. Now a day's only salary is not merely the attraction and retention policy as was it practiced in past, now a day's

More focus is on future development as everyone needs to hone their skills so that they can perform better in the long term. As a result of which training has become extremely important for employees which help in their retention.

5. What is your strategic model which you follow?

Our strategic model for CRM includes four components that must be addressed in order to gain real business benefit from any CRM project.

Performance Management: The point of any CRM project is to improve an organization's performance. It is critical to define exactly what will be improved, how that improvement will be measured and how usage of the CRM system will enhance this measurement. Key Performance Indicators (KPI's) and business metrics are defined and rolled into easy to understand charts and graphs and embedded into the CRM system user interface. This serves to draw users into using the system routinely. Users see that the changes they make to the system are reflected in clear metrics on their dashboard. Management and users must be committed to operating the business based on the metrics that are embedded into the dashboards. This creates a purposeful environment among the users and the management team which helps drive deep adoption.

Management Commitment: This is the foundation for success for any CRM effort. Senior managers must understand and be engaged in adoption of CRM as a strategy and they must be active participants in the CRM implementation project. Improving performance requires process changes so it follows that any CRM project is inherently a change management and behavior modification effort. Managers have to back these changes. Regardless of how well the technology functions the managers must support the process changes and communicate that adoption of the new processes is important to achieving the goals of the company or department. In addition managers must be proactively involved in defining the performance improvement that they want to see from the project, i.e. defining the dashboards. Then the managers must proactively use the dashboards to manage their teams following the adage "inspect what you expect". When users see that managers are accessing and using the dashboards they will respond by using the system more regularly to keep their metrics up to date and in order.

6. Hows are the Employee Relations in Vodafone?

Since culture is all about managing people, hence it is imperative to have the right person at the right job. Therefore, recruitment is considered to be the most critical. It chooses people who are optimistic, humble, passionate and enthusiastic. It uses behavioural event interviewing as one of its recruitment process, where applicants are asked questions that would help them align their behaviours and motivations with that of the various competencies listed in its personality template. It is also important to get a team of motivated people on board who are committed, self motivated and respect their job. Employee's engagement is another crucial factor. Employees should believe in work that they are doing and should always feel good about it.

Encouraging and Involving his subordinates to participate in the decision making process because it is they who are working at the shop floor and better understand the problems and requirements. Being a role model for others by exhibiting positive habits like coming to office on time, showing care and concern to his subordinates' needs, not forcing them to do unsafe tasks and always making sure that they take all safety measures before engaging in any such unsafe activities. Give them enough autonomy and authority to carry out certain tasks on their own. This would increase their confidence and make them self motivated.

7- What are the major effects of losing skilled talent on a company?

The retention of the capable, brilliant, talented, skilled and experienced workforce is a main focus of bloodthirsty competitive edge for any organization, According to King (2007). Correspondingly , the retention of the employee results in the steadiness of employees workforce which also results in the improving of the organizational standards, knowledge and also helps in the enhancement of procedures and quality with the help of continued developmental methods and it provides for a more consistent customers base as well. So, this is always very important for all the employers to recognize the viewpoints of workers regarding to their work profiles which they believe are very vital in order to direct them in to more loyal side of the company and to make them satisfied which ultimately helps in increasing the production.

5.4 Findings of Questionnaires

QUESTIONNAIRE

Q1- Answer most important and least important

A-Proper training and development program access	A= 8
B-Relevant training according to work	
C-Training according to my potential	B=8
D-Continuous feedback provided after training for betterment	C=7
E-Satisfaction level	D=1
	E=1

Q2- Rate according to importance for development of career

A-That in this organization, I feel satisfied with development of career	A=8
B-That in this organization, I feel satisfied with development of my future	B=8
C-Goal alignment at personal and organizational level.	C=7

D-According to development of career promotion at regular intervals.	D=1
E-How seriously company takes development of career for employees	E=1

A)Analysis and finding for the above two Questions

Age group to which respondents belong and their gender, on the basis of survey it was found that in age group of 16-24 there was 25% of surveyed population, in age group of 25-35 years there were 40% people, in age group of 46-55 there were nearly 21% and in age group of 46-55 there were 7%

This was a general question given in order to know that from which age group and to which gender the respondents belong. After the survey it was known that 25% respondents were belonging to age group (16-24 yrs), 40% were from group (25-35 yrs), 21% were from group (36-45 yrs), 7 % were from group (46-55 yrs) and 7% were belonging to age group (56 and above).males are 72% and females are 28% among the respondents.

Respondents Age Group

Age groups	Respondents	Percentage
A = (16-24 yrs)	8	32%
B = (25-35 yrs)	8	32%
C = 36-45 yrs)	7	28%
D = (46-55 yrs)	1	4%

E = (56&Above)	1	4%
Total	25	100%

Respondent's Gender

Gender	Quantity	Percentage
Male	18	72%
Female	7	28%
Total	25	100%

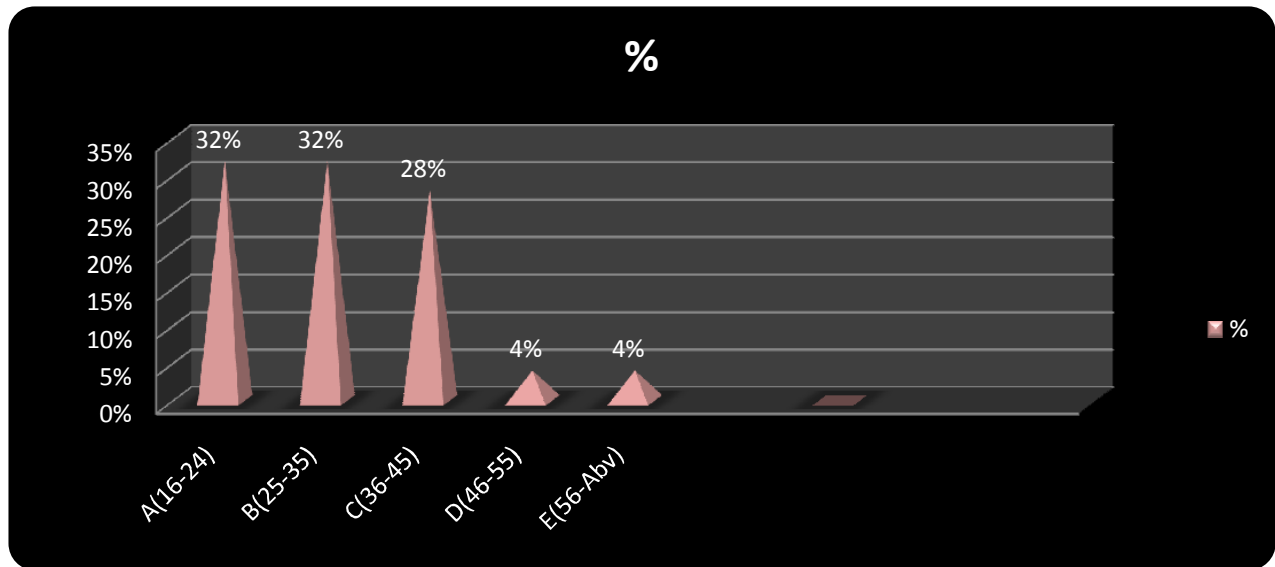


Figure-2

Q 3- Vodafone values its employees and invests in their training and development?

This question was asked to take feedback about how Vodafone values about their employees development and career. Data collected from different employees from different departments working for VODAFONE.60% of the employees said that VODAFONE care about the career development of their employees whereas 8% disagreed with this and 32% employees are not sure with their answers. Overall after survey it was known that 16% employees were belonging to Human Resource Department, 20% were belonging to Finance Department, 32% were from

Marketing Department, and 16% were from Operations Department whereas 16% were belonging to some other departments. This created a very diverse group of respondents from every department. With this survey researcher concluded that Vodafone is friendly employer.

Respondents who Agree/Disagree

Options	Respondents	Percentage
1-Agree	15	60 %
2-Not agree nor disagree	8	32%
3-Disagree	2	8 %
Total	25	100 %

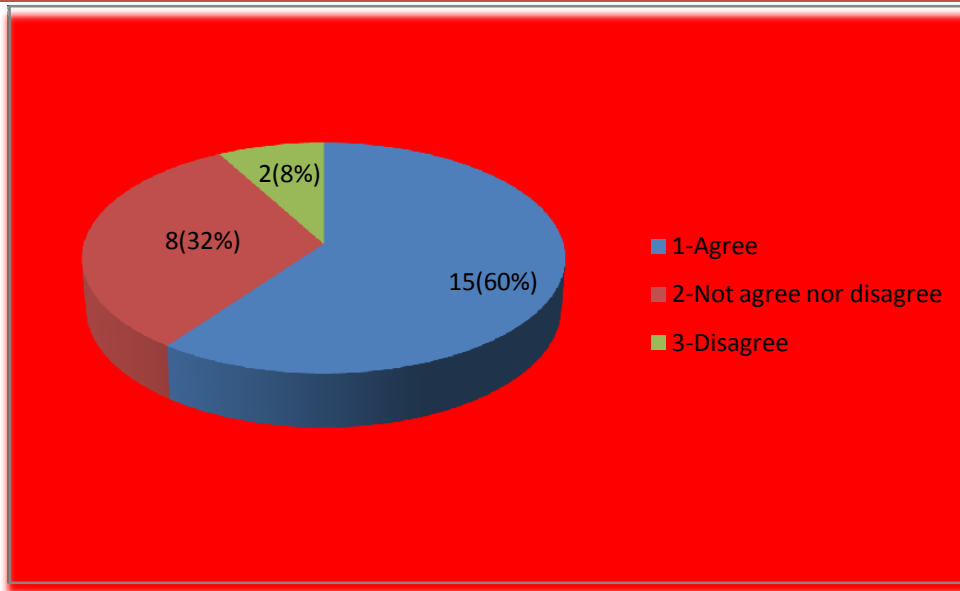


Figure-3

Respondent's from different departments

Options	Respondents	%
A=HRD	4	16%
B=FD	5	20%

C=MD	8	32%
D=OD	4	16%
E=Others	4	16%
Total	25	100%

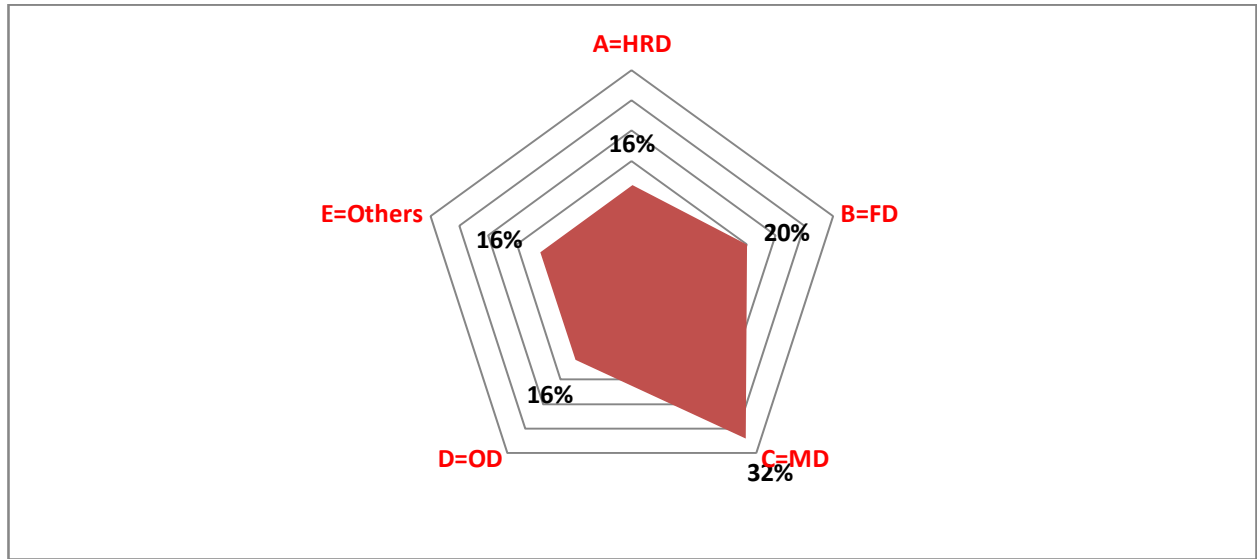


Figure-4

Q4-Total Career development comprises of. Tick whichever is applicable

- A. Interpersonal development B. Project oriented goals
- C. Performance Evaluation D. Subject Matter Training
- E. Career Orientation Management

Respondents

Interpersonal development **16/25= 64%**

Project Oriented Goal **20/25= 80%**

Performance Evaluation 24/25= 96%

Subject Matter Training 21/25= 84%

Career orientation Management 19/25= 76%

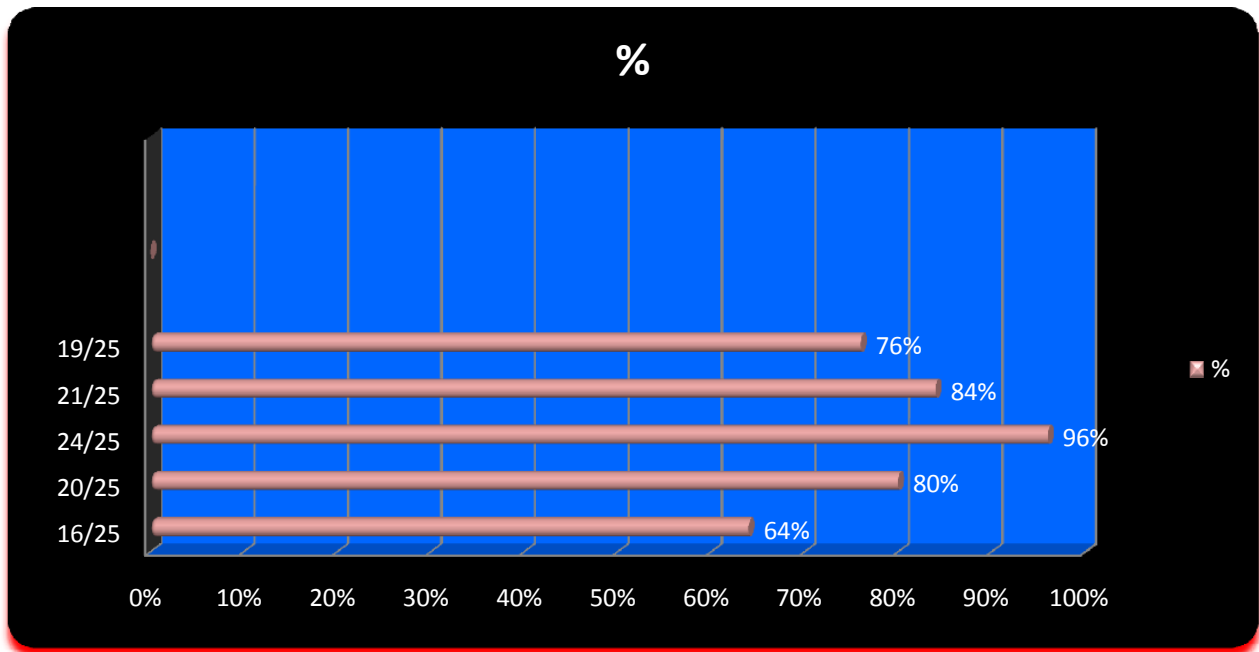


Figure-5

Q5-Training programs of VODAFONE are focussed on employee performance, motivation and career development?

When there is a problem from the employee's side, the company must understand that it may be due to boredom or monotony in his job, resistance to change or fear of change and dissatisfaction with the company and HR policies. While such a situation arises, the company has to control the situation by giving the employee appropriate training. When a person gets trained in a particular area which may either be a new entrant or a development in the existing area, he tends to gain confidence, accepts the change, feeling it would do him only good and talk to the customer

pleasingly. After such a stage is attained by the employee, he would consider the company as his own and never think of quitting the company.

Options	Respondents	Percentage
1-Agree	16	64 %
2-Not agree, nor disagree	7	25 %
3-Disagree	2	8 %
Total	25	100 %

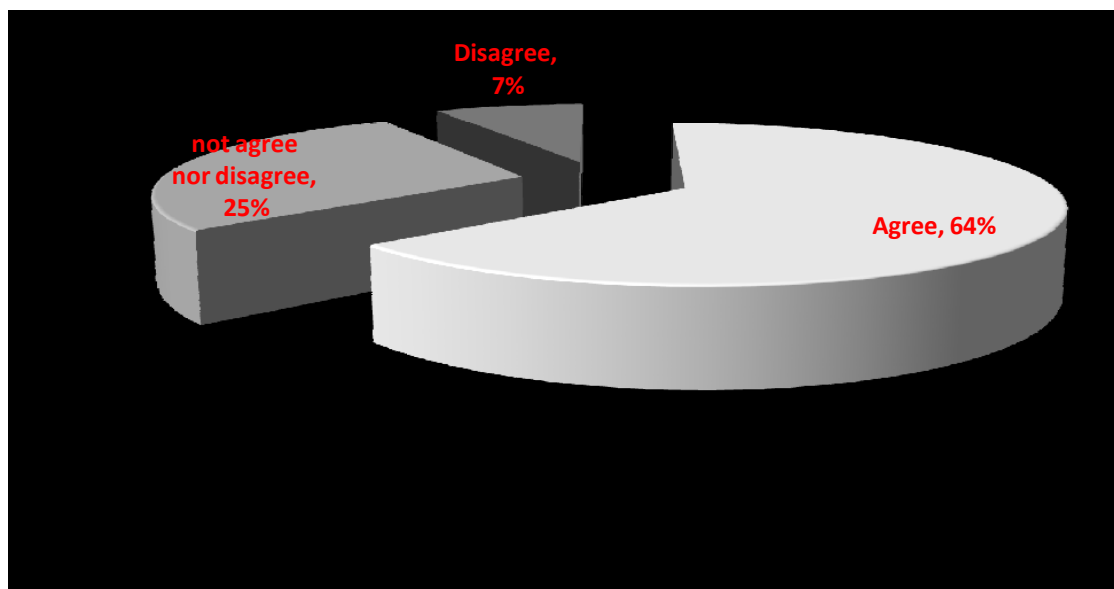


Figure-6

Q6-Reason which can make employees switch to its competitors?

This question is been raised to know the key reason of this research When any competitor recruits the talented employee, there is constant probability of loosing or exploiting key business knowledge, clients' information, key data, strategies and secrets of the company. For this reason it is always very important to retain the employees in the company. According to Bill (2007), hiring of talented employees from the good companies is a greatest source of competitors challenging corporate knowledge. Therefore, competitors are always more eager to appoint these talented employees by giving them better competitive remunerations, offers and benefits as compared to their own company.68%percent of the employees responded saying that they will be attracted to good perks and remunerations if they want to leave the company

Currently many organisations think instead of hiring the talented employees from the competitors it's always best to concentrate on how to attract and keep hold on best talented individuals and also they are more concerned about preventing drain of their own knowledge and skilled employees. There are few options available to attract and retain the talented employees.

Options	Respondents	Percentage
A(Good Company)	1	4 %
B(Growth)	1	4 %
C(work Pressure)	4	14 %
D(Good Management)	3	10 %
E(Good Remuneration)	19	68 %
Total	28	100 %

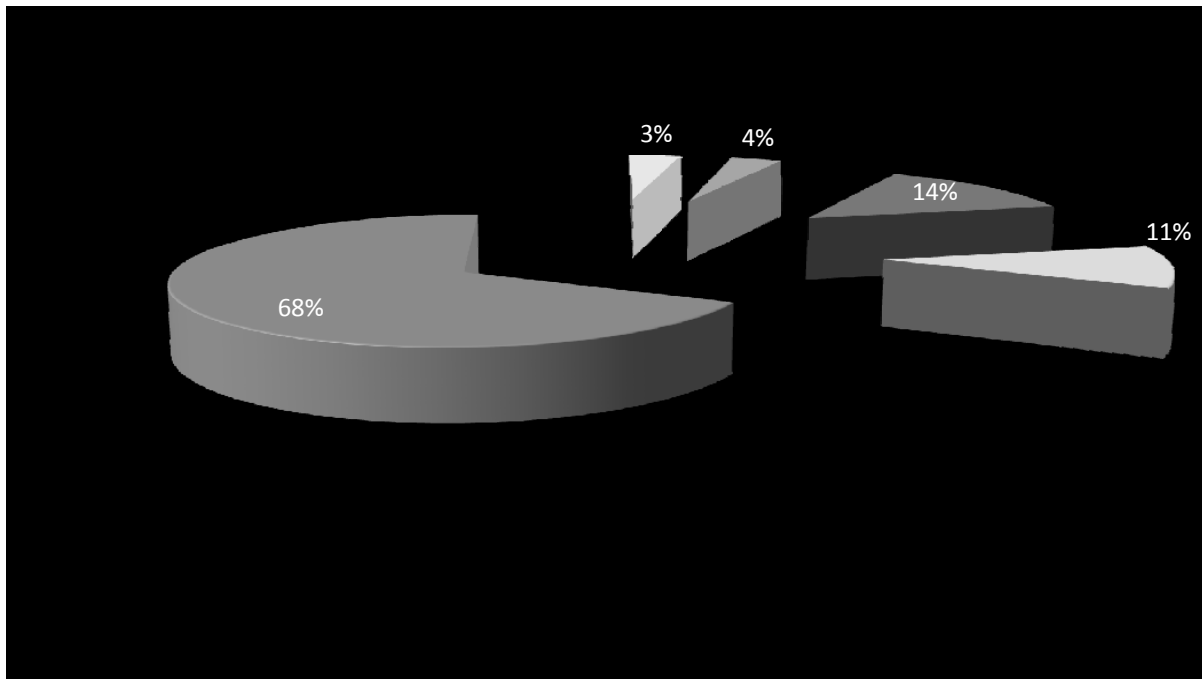


Figure-7

Q7-a) Is best retention policy for employees training and development?

Responses

- a. Not Important- 12%
- b. Important- 46%
- c. Very Important-42%

This question is asked to know about how employees think about the role of importance of training and development in the retention. 46% of employees agreed that T&D is very important 12% said it's not important, and 42% said its important.

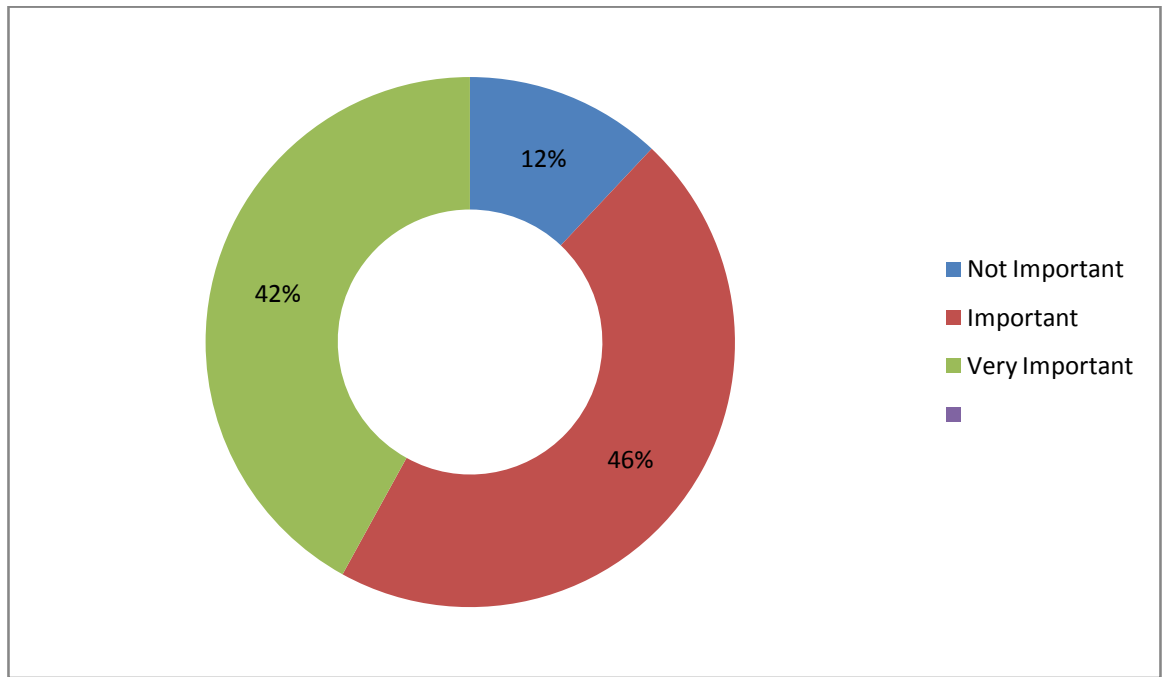


Figure-8

b) Are you happy with the kind of training & development, career progression you are making at Vodafone?

- a. Satisfied-52%
- b. No-4%
- c. Nuteral-44%

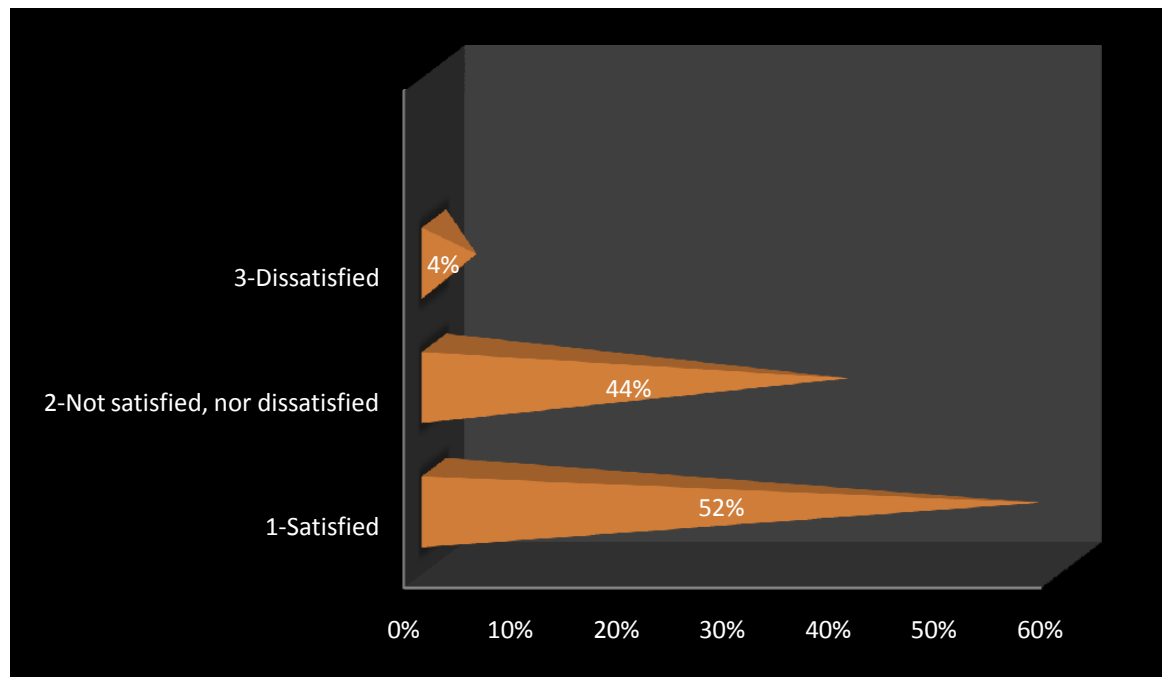


Figure-9

Analysis

Retention plays a major role for any organization & establishment for its continued existence in this supersonic, bloodthirsty, competitive race. Retention can be defined as below according to different authors.

Retention means the functioning of many integrated and incorporated strategies which are to be projected to boost the efficiency and performance of the organizations along with that it would be capable to focus on fast development, attract innovative employees and would besides be competent to retain the existing workforce in order to meet up future prospective competitive business requirements. (According to Lockwood, 2006, p.2)

Within this, approach to retain the talented workforce is the prime concern for several organizations. According to Rapport (2009), crucial analysis of employees trend have revealed that the lack of extremely skilful workforce who have the necessary knowledge and the skills to manage a particular high level position, means the organization are unsuccessful in retaining top and efficient performers. Having unqualified employees will ultimately be obstruction to their capability to sustain the competition. Huge literature is accessible on employee turnover which aims to bring forth the different factors and reasons which makes employees to quit. But on other

hand some literature is available concerning the factors that compel employees to stick on with the companies.

To identify the consequence of retention of brilliant employees in any organization, researcher has aim on reasons for the enlarged employee turnover.

Lockwood (2006), suggest that withholding of the workforce must be focused on individual employees who plays very vital role in organization's achievement and success as they hold the knowledge, talent, skills and professional experience which is necessary for on the whole success of the business. If there is high rate of increase in the leaving of top performers, organizations have to take risk of performance losses which consist of weighty replacement expenses and scarcity of potential ability. With this aim, many organizations want to retain top performers and highly skilful workers who bring strength and consistency to the organization. Griffith et, al. (2008), argue with the aim of defining turnover as index of functionally capable employees continuing and low skilled employees going away from the company. Before looking towards the probable ways of retention of employees, it also needs to look into positive ways to keep hold of the employees. There must be a comprehensible difference among voluntary and involuntary turnover for the reason that often turnover of the poor performers is beneficial for the company while the voluntary turnover of the capable or the skilled employees is always costly for the companies therefore the major focal point of the business is to retain the voluntary turnover of the capable and the talented performers. In reality, retaining capable and skilled employees for a longer time produces maximum highest output, improvement and stability for the organizational business, According to Hans0n (2006). It has been found that the majority of the turnover intention is age, personal commitments and job satisfaction, According to Lambert and Hogan (2009).

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1-Introduction

In this chapter we would summarise the whole of the research process in order to reach an overall conclusion of the study and recommend how the study could have been initiated in a more efficient and effective way. The objective of this study was to study and understand the role of training and development activities in improving the overall performance of activities and reduce the attrition rate and promoting employee retention.

The organisation for our research is Vodafone and the geographic limitations have been United Kingdom. The aim of the research was to investigate “the role of training and development in retention of employees at Vodafone. This study will also consider the restrictions, challenges and limitations that the researcher faced during the research. The very crucial part of the research was on interpreting the response that was received from employees and management of Vodafone

UK in response to the research questions. This chapter of the research focused on complete set of factors which were researched in this dissertation. The objective of the chapter was to present the finding of the various interviews and questionnaires that were conducted in respect to this research. The research methodology is the scientific way of studying and analyzing the problem using various statistical techniques to arrive at the results.

6.2-Conclusion of the study- Via Research Questions

1. How can employee retention be reduced by proper personality development and training?

IT aimed at finding out the ideas and methodology to improve the performance of individuals to increase the overall performance of the organisation.

The Vodafone is one of the leading telecom companies. The central part of this study was to investigate the role of training and development in retention of employees. The chapter consisted data collected through unstructured interviews conducted with HR Manager, Chief Executive Officer (CEO) and the Marketing Manager of VODAFONE UK.. (Amaratunga *et al*, 2002).

The reason for using random interviews instead of using structured interviews was to facilitate the in depth understanding of the research topic and also to bring out different individual viewpoints in order to increase the effectiveness and efficiency of the study.

A sample of five people from the top management level was selected for interviews on the basis of their department and job level at Vodafone to make sure the consistency and soundness of the research.. Departments such as Human Resource Department, Operations Department and Finance Department were included in the research.

2. What are the aims and objectives of conducting training and development programs at VODAFONE?

When any competitor recruits the talented employee, there is constant probability of losing or exploiting key business knowledge, clients' information, key data, strategies and secrets of the company. For this reason it is always very important to retain the employees in the company. According to Bill (2007), hiring of talented employees from the good companies is a greatest source of competitors challenging corporate knowledge. Therefore, competitors are always more eager to appoint these talented employees by giving them better competitive remunerations, offers and benefits as compared to their own company.

Currently many organisations think instead of hiring the talented employees from the competitors it's always best to concentrate on how to attract and keep hold on best talented individuals and also they are more concerned about preventing drain of their own knowledge and skilled employees. There are few options available to attract and retain the talented employees

According to 'Kolb and Fry, 1975; it is very important to provide the employee with an opportunity to grow and develop his job and carrier enhancing skills. This could be considered as the most important factor for motivating an employee in the organization. External training classes and seminars disclose the secrets about what employees want for their training and development opportunities. However these opportunities can be found other than these trainings and seminars. It is believed that these trainings create opportunities to develop devoted and growing employees who will benefit your business and will increase their own potential by going through this training process.

The main elements of an employee training and development program as put forth by Gregory Pogue in his book “Employee assistance programs on liberal arts campuses,” first and foremost includes the policies and processes to identify the individuals who needs a push to improve their performance to the quality which organization is seeking.

The Marketplace Capabilities Group Inc., a management consultant company asserts that training is meaningful only if it can have a permanent effect on the behavior of the company, which is in line with the organization’s long term objective.

3. Do you think training and development program, is the best policy for retention of employees?

Human Resources Management guide from UCSF states that, there may be different reasons for employee training but one should make sure that it comprise of a comprehensive, consistent and ongoing employee training program. It is because of this quality of the program that your staff will stay motivated to learn new concepts and improve the profits for department.

Personnel systems, human resource specialist organization believes that different hierarichal levels exist in training and development programs. While level1 training paybacks the least, level three training paybacks the highest.

As per S.E. Jackson, R.S. Schuler and S. Werner in their book “Managing Human Resources”, for effective training and development, proper implementation of training and development is a very crucial. Effective implementation of training is dependent on pertinent conditions and apt

programs. If both the components are optimally utilized, most effective output of training can be achieved.

In the book “Managing Human Resources”, S.E. Jackson, R.S. Schuler and S. Werner (2009) discuss five components of implementation of training and development programs. The five components includes developing employees’ insight, motivation of employees, making them understand how to acquire the skill and imbibe training, providing them with opportunities to implement the training learning in real world, making the employees accountable for the training acquired.

It is can be concluded from the research results that the training and development programs provided by the Vodafone to improve the employees retention rate, has resulted in overall better job performance and has increased the effectiveness and efficiency of the employees. The results from interviews and questionnaires unanimously agree to this conclusion.

4. Importance of employee retention and its need for organization?

From the findings we can conclude that by following proper practices and timely training company can retains its employees in a better manner because what employees seeks today is a holistic development and just the growth in the monetary terms.

5. What are the effects of losing professional talent on a company?

Thus the topic finds its relevance in today’s context of business. The company should understand the need to retain its customers than attracting new customers. But when the employees are not happy with their jobs, get frustrated, lose interest in their jobs or talk displeasingly to the customers and resist change, all these issues are of concern for the company. If the member of staff talks in a rather angry tone to the customer, two things are possible. One, the customer

would complain about the member of staff and seek another company's service. The second one is the employee would get fired from the company or warned by the authorities.

When there is a problem from the employee's side, the company must understand that it may be due to boredom or monotony in his job, resistance to change or fear of change and dissatisfaction with the company and HR policies. While such a situation arises, the company has to control the situation by giving the employee appropriate training. When a person gets trained in a particular area which may either be a new entrant or a development in the existing area, he tends to gain confidence, accepts the change, feeling it would do him only good and talk to the customer pleasingly. After such a stage is attained by the employee, he would consider the company as his own and never think of quitting the company.

6. What is the connection between employee's retention and training and development?

The retention of the capable, brilliant, talented, skilled and experienced workforce is a main focus of bloodthirsty competitive edge for any organization, According to King (2007). Correspondingly , the retention of the employee results in the steadiness of employees workforce which also results in the improving of the organizational standards, knowledge and also helps in the enhancement of procedures and quality with the help of continued developmental methods and it provides for a more consistent customers base as well. So, this is always very important for all the employers to recognize the viewpoints of workers regarding to their work profiles which they believe are very vital in order to direct them in to more loyal side of the company and to make them satisfied which ultimately helps in increasing the production.

6.3-Limitations of the research

A number of limitations and challenges were faced in the research conducting period at Vodafone in United Kingdom.

6.3.1- Concluding research within the time span available for research

It is very important in any primary research to understand the importance of time. Time is a very critical variant in the study. Thereby utmost care has to be taken that all the pre-research is done

properly so as to avoid any bottlenecks during the survey. Interviewing the top management level is a time consuming task as necessary approvals are required and also at times even the scheduled meetings are postponed. But in our study proper care was taken and hence we could meet out deadline to complete the survey in time.

6.3.2 - Gaining trust of employees to give correct and candid reply

Initially employees were not ready to open up easily. But when the objective was made clear to them also top management encouraged employees to be candid and give their opinion.

6.3.3- Challenge in selection of appropriate candidates for the survey

It is very important for the research that random candidates are selected so as to avoid any bias in the results. Thus we made sure that a well mix of employees from different departments, gender and age are selected so as to eliminate any bias.

6.3.4- Sharing sensitive data of the organization

We were instructed to take utmost care in revealing any numbers or any figures pertaining to organisation. As such information is critical in terms of other competitive players.

6.4-Recommendations

The organizations can help in reduction of employee turnover and can be helpful in enhancing the retention rate by taking in consideration the following recommendations:

6.4.1- Recommendations for the organizations

This research has brought out some areas of concern at the organization level. These suggestions if implemented will be helpful in the process of improving employee's retention rate and the overall performance of the organization. Further, the implementation of training and career development programs following steps should be taken so as to improve the performance.

6.4.2-Recruitment criteria of new employees to be more aligned with goals

Organizations should take proper care and select only those candidates meeting the job specifications and who are in line with the company's objective. The objective should not be to fill the vacancy only.

6.4.3-Proper and clear communication with the new employees

It is very imperative to make the new employees clear with the job profile and nature of job. This enhances their productivity and efficiency.

6.4.4- Conducting induction program for new employees

Organization should undertake a comprehensive and effective induction program. The employees should be inducted thoroughly both to the organization and to the training on the job as well. This will reduce any difficulty and the employees will take lesser time to be familiar with the company.

6.4.5-Offering flexible working schedule

Retention rate of the employees can also be improved by providing the flexibility of working schedule. By increasing the flexibility we can make working environment more conducive and relax.

6.4.6- Creation of a pleasant working environment

Conducive and relax working environment is imperative for optimal performance by the employees. This will in turn maximise the organisation's performance.

6.5.-Recommendations for future researchers

Following are the recommendations for the future:

6.5.1-Clear communication with the participants of the study

The aims and objectives of the research should be made clear to all of the selected employees who are to participate in the survey. It would facilitate more constant and reliable data.

6.5.2- Increase participants to reduce any form of bias in results

Researches should base their research on a sample large than 30 as per the principal of central tendency. Also the participants should be selected at random to eliminate any form of oattern or bias in results.

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APPENDIX 1

Interview questions for managers



London School of Commerce

Name Of Manager	
Department	
Date	
Time	

Introduction:

Hello,

My name is Nusrath, first of all thank you so much for your valuable time. The interview which is conducted here will be very confidential will give you an assurance that personal details of yours will never be revealed in this research. This discussion will help me in initial understanding of training and development practices at your organization and I am sure this will support me a lot to achieve my research aim. This valuable information will be analysed to draw the final conclusion.

I will make sure that I will complete this interview quickly in time.

If you have any questions you can always stop me at any point.

Thank you very much once again for your precious time.

- 1. Importance of employee retention and its need for organizations**
- 2. Training and development importance in employee retention**
- 3. Training and development aims and objectives at Vodafone?**
- 4. Is best retention policy training and development?**
- 5. What is your strategic model you follow?**
- 6. How are employee relations in Vodafone?**
- 7. Is it that true that over the last few years more and more employees are looking for total development?**
- 8. What are the reasons will make you to leave the company?**
- 9. What are the strengths and weakness of your training system?**
- 10. What type of training method is in practice right now? Example: in-house, on-job or any other?**
- 11. What are the different ways of employee surveys been conducted by Vodafone in this last three years to know the rate of employee satisfaction?**

Questionnaire to employees

1. Total Career development comprises of. Tick whichever is applicable

- A. Interpersonal development
- B. Project oriented goals
- C. Performance Evaluation
- D. Subject Matter Training
- E. Career Orientation Management

2. Answer most important and least important?

- A-Proper training and development program access
- B-Relevant training according to work
- C-Training according to my potential
- D-Continuous feedback provided after training for betterment
- E-Satisfaction level

**3. Do Vodafone have any critical loop holes in their Training and Development Programmes?
Mention below in two sentences**

- A. _____
- B. _____

**4. Are you happy with the kind of training & development, career progression you are making at
Vodafone?**

- A. Yes B. NO

5. Total Career development comprises of. Tick whichever is applicable

- A. Interpersonal development B. Project oriented goals

- C. Performance Evaluation
- D. Subject Matter Training
- E. Career Orientation Management

6. Vodafone values in its employees persistency and growth so its investment is high in training and development programmes? Do you agree with this?

- A. Yes
- B. No

7. Are you satisfied about your career development in Vodafone?

- A. Yes
- B. No

8. Reason for switching its employees to competitors

- A. Work Pressure
- B. Good Company
- C. Good Management
- D. Remuneration and perks
- E. Growth

9. Is training and development best retention policy?

- A. Not Important-
- B. Important-
- C. Very Important

10. Are you happy with the kind of training & development, career progression you are making at Vodafone?

- A. Satisfied
- B. No
- C. Neutral

Appendix-2

Sample of Filled Questionnaire

Total Career development comprises of. Tick whichever is applicable (E)

- F. Interpersonal development
- G. Project oriented goals
- H. Performance Evaluation
- I. Subject Matter Training
- J. Career Orientation Management

Answer most important to least important? (D)

A-That in this organization, I feel satisfied with development of career

B-That in this organization, I feel satisfied with development of my future

C-Goal alignment at personal and organizational level.

D-According to development of career promotion at regular intervals.

E-How seriously company takes development of career for employees

**Do Vodafone have any critical loop holes in their Training and Development Programmes?
Mention below in two sentences**

C. _____ Lacking Motivation_____

D. _____ Indepth product training_____

Are you happy with the kind of training & development, career progression you are making at

Vodafone? (Yes)

B. Yes B. NO

Total Career development comprises of. Tick whichever is applicable (E)

- A. Interpersonal development B. Project oriented goals
- C. Performance Evaluation D. Subject Matter Training

E. Career Orientation Management

Vodafone values in its employees persistency and growth so its investment is high in training and development programmes? Do you agree with this? (Yes)

B. Yes B. No

Are you satisfied about your career development in Vodafone? (Yes)

C. Yes

D. No

Reason for switching of employees to its competitors? (D)

F. Work Pressure

G. Good Company

H. Good Management

I. Remuneration and perks

J. Growth

Is training and development best policy of employee retention? (C)

D. Not Important-

E. Important-

F. Very Important

Are you happy with the kind of training & development, career progression you are making at Vodafone? (Not really)

D. Satisfied

E. No

F. Neutral

**Keith Wilson (Customer
care Executive)**