



Employee Engagement and Relationship Practices in Start-up organizations

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Abstract: *In order to stay competitive in today's fast changing world, presence of the best talent depicts the success or failure of the organisation. Who you hire is not just important, but how the employee is managed and retained is considered important by Kennedy and Diam, 2010. Initially considered as a cheap labour force provider, India witnessed reduction in product development and innovation. By the introduction of initiatives by the new Government, raise in funding of about \$3.5 to \$5 billion in 2015 marked the beginning of job providing market in India. Hiring and retaining skilled manpower is considered as a huge challenge for the start-up to be successful and uncertain organisation climate change is the reason. (Banerjee 2017, Lee Hom and Liz 2017). The inherent uncertainty of organizational growth has resulted in a level of systematic flexibility regarding internal operations requiring high endand allowing for contingent leadership to take place. While flexibility allows optimal resource utilization, on the other hand it can also result in employees feeling aloof, stressed and de-motivated (Banerjee 2017).If these issues remain unanswered, the employee becomes disengaged and leaves for better opportunity. This study focuses on HRM practices (i.e. employee engagement and retention) in start-ups, effectiveness of practices (employee satisfaction) and challenges the start-ups will face in competitive setup. The study makes use of qualitative data and is collected through narrative enquiry. The data is analysed using ISM technique; excel with focus on HRM practices start-ups and its impact on retentionship and engagement outcomes.*

Keywords Startups, Employee Engagement and Retention (HRM practices), Employee satisfaction, narrative enquiry, inductive method.

1. Introduction:

In order to stay competitive in today's fast changing world inhabitation of the best talent depicts the success or the failure of the organization. Earlier studies conducted in employee engagement and retention-ship practices in the start-up indicated that, who the startup hire is as important as how you manage and retain them in the organization (Kennedy and Daim 2010). For startup, hiring and retaining good employees is one of the biggest challenge they encounter in today's competitive business environment (Banerjee, 2017, Lee, Hom, Eberly and Li 2017). They have highlighted that startup face this challenge partially due to the uncertain organizational climate, as they are subjected to big changes and challenges in early part of their journey. (Shah, Irani and Sharif 2017)The inherent uncertainty in organizational growth environment (testing periods) has resulted in the a level of systemic flexibility regarding their internal operations, requiring high degree of adaptability and allowing for leadership to take central place in the startup culture (VandeVan, Ganco and Hinings, 2013).

Though the flexible operational structure does allow for better vantage pointfor optimal resource utilization, it can also result in employees feeling lost, stressed burnout and demotivated (Banerjee, 2017) if these feeling remain unanswered they may result in employee becoming increasing becoming disheartened which ultimately result in disengaged with their scheduled

work and leaving for other companies in search of better opportunity and careers, a phenomenon that would eventually manifest as a low employees retention. Employee retention in an organization is defined as the ability to keep its employees happy and motivated to work. It is often measured by the efforts a company puts into making work environment supportive, interactive and enjoyable to enhance the job engagement.

A company's ability to retain employees often relies on the leader/ manager /owner's ability to engage and manage the workforce (Kennedy and Daim 2010) in 2016 the Society for the Human resource Management (SHRM) stated 46%, HR managers consider employee retention a matter of priority in the start-up firms. (Lee, et.al 2017) Employee retention gained the momentum in late 2016, this this regard this study take the central role in Indian start-up organizations.

Indian start-up firm has seen a great boost in the last few years under new Govt. initiatives. The main highlight points of these initiatives were there are approximately 19, 000 technology-enabled start-ups, creating approximately 80,000 new jobs this may rise the Indian GDP by significant percentage.

(Economic times dated 11 April 2018, Sinu.M et.al 2017) the incremental change in the start-up is due to ease of funding, this has resulted in increased number of young students approximately 8-10% testing their mental in by setting up their own business. On one side of the coin we seeing the positive change in Indian business, on other side most of the start-up are not building themselves and flying the reasons highlighted for this by Lee.et al 2016 are most start-up owners are not having previous experience of managerial work, they also face paramount challenge of retaining and engaging the employees in critical and vital roles. (Gering and Conner 2002) good retention model help the owners to bring down the expenses on financial side it also help to increase the company value in the market.

Though understanding the role of human resource in entrepreneurial companies was already seen as important in 1980s, studies concerning the management of human resource in the start-ups have surfaced only recently(Dabic, Ortiz- De- Urbina- Criado and Romero- Matinez 2011), Previous studies on how human resource are managed in the larger organization may serve as a starting point, but unpredictable and varying organizational environment of startup companies are new opportunity to focus in today's context (Banerjee 2017), HRM however is vital for understanding how the startup firms function and excel in the modern business environment (Dabic et.al 2011). Today's start-up demands the owner to possess greater dedication, proactivity and larger commitment from the employees to prosper and grow to new heights compared to employees working in larger firms (Banerjee 2017).

The earlier studies have revealed partially, why employees turnover and retention and engagement have become more relevant and recognized issues. Recently the study conducted by the author named Lee.et.al in 2017 highlighted that employees mentality is changing when compared to earlier generation, in earlier day's monetary compensation for the work was sufficient, now a days money alone is considered less significant and effective in inspiring loyalty. The more prominent this mentality becomes the further employee move away from loyalty to the firm, which is traditional Taylorist view. (Chen, et al 2016.) This is further justified in their study by stating today's employees seek both monetary and welfare aspects as an important criteria to continue to engage in organization.

The role of owner in the start-up become significant, as previous studies indicated there exist positive correlation between leadership practices and employee retention (Tepret and Tuna 2015) the flexibility of the contingent leadership style has made it popular as the contingency theory proposes that there is no right or wrong way to organize. The manager /owner who can use his or

her leadership quality and style to manage and maintain their core team to prosper in present day and age (Hutukka 2016) this flexibility is particularly important to startup companies to stay in competitive business and move towards planned sustainable growth.

The key challenges faced by the startup owners are installing the feeling of passion and enthusiasm for their job, which is acting as prominent element in ensuring engagement and retention of the employees. It was observed that most of the startup owners face the challenge to in sync the personal goal with organization goal and culture and build the trust in their core team (Benerjee 2017) when owner fail to do it, the result is employees disengagement and dissatisfaction.

It was evident from the earlier studies, startup find difficult to find new talent to replace the existing one, so managing, maintaining the existing talent becomes very important in case of startup (Zingheim et.al 2009), in view of this present study help the startups founders to understand the people and their needs to grow in the business environment.

2. Research Problem:

Generally the research concerning employees retention has become increasing important due to skill scarcity, career mobility demands and high competitive job market (Coetzee and Stoltz 2015).

To understand the forces that shape retention, it is necessary to understand the HRM role in engagement and retention in entrepreneurial owned organizations. The role of HRM in startup organization is new subject cropping up from 2011; research in this area remains limited (Dabic et.al 2011).

The initial Hawthorne effect studies able to establish that job satisfaction and performance efficiency increases when employer pay attention to their employee (Sempene, Rieger and Roudt 2002) but how does it manifest in start-up companies is subject to be studied.

3. The objective of Study:

- Factors the employee consider to remain loyal to organization
- HRM practices (Engagement and retentionship)

4. Literature Review:

Engagement means the extent to which people value, enjoy and believe in what they do. Employees are engaged when they are motivated, satisfied and effective. Engaged employees are committed to their organization and its bottom line; have tremendous pride and job ownership; put more discretionary effort in terms of time and energy; and demonstrate significantly higher level of performance and productivity than those who are not engaged. Engagement overlaps with the concepts of commitment and organizational citizenship behavior. (Refferty et.al 2005)

Commitment –

Silverman (c.f, robinson et. al. 2004) notes that recent research on organizational commitment stress its multidimensional nature that implies it cannot be realized through single human resource policy. People are motivated by range factors, which differ from person to person. Commitment and engagement are so time used synonymously to each other but engagement considered to be much more than the commitment (Tamkin 2005) review on commitment in literature and highlights an early model by Allen and Meyer (1990), which defines three types of commitment:

Affective commitment – employee feel an emotional attachment towards an organization:

Continuance commitment – the recognition of the costs involved in leaving an organization
Normative commitment – the moral obligation to remain with an organization.

As noted by Tamkin (2005) not all these forms are positively associated with superior performance – employees who feel high continuance commitment for whatever reason, but lower levels of affective and normative commitment are unlikely to have benefits to organization. The closest relationship with engagement is ‘affective’ commitment as explained by Silverman. It emphasizes the satisfaction people get from their job and colleagues and willingness of the employees to go beyond the call of duty for the good of the organization. It also goes to capture the two-way nature of the engagement relationship, as employers are expected to provide a supportive working environment. This point is expanded upon by Meere (2005), who highlights that organization must look beyond commitment and strive to improve engagement, as it is engagement that defines employee’s willingness to go above and beyond designated job responsibilities to promote the organization’s success.

Organizational Citizenship behavior (OCB)

The review of the OCB literature by Barkworth (2004) defines its key characteristics as behavior that is discretionary or ‘extra role’ so that the employee has a choice over whether they perform such behavior. These behaviors include voluntary helping of other, such as assisting those who have fallen behind in their work and identifying and stopping work related problem in the work place. As this type of the behavior are not normally part of the reward system, absence of such behaviors is therefore not punishable by the organization but performance them should lead to effective running of it, to get the competitive advantage.

Organizations are facing the challenge of employee retention due to increased competition in the market that is why retaining competent employee is more important than hiring. Organizations are always searching for talented employees and spent time and money on their employees for future return aspects. When an employee departs from an organization, he/she brings out with him all the information about the company, clients, projects and history.

In addition, there is a cost that is paid when hiring a new employee, it starts with the recruitment process & its logistics, and then the cost of the employee himself when being hired that is represented in his salary, benefits, allowances, training. So it is crucial to choose the potential employees as they will be a gain to the company’s performance and also the company will then not lose the costs of this employee. (Haider et al. 2015).

Retention of valuable employees became an extremely important strategy for human resources managers and organizational leaders, different HR bundles should be promoted & enhanced to increase the retention level. The employer has to consider combination of different factors when he wants to keep his potential people for a longer period of time. (Anita & Begum 2016).

It was mentioned by Rose & K.G, (2016) that sufficient human resources programs lead to employee job contentment which in return increase his obligation towards the corporation, and hence affecting retaining of people. When it comes to human personnel, it is not a simple issue to deal with, on the contrary, it is complicated one, as these personnel are the essence of the organizations who can build up the organization or can make it lose. Though retaining the skilled employees will help the corporations achieve their potential prosperity. Nowadays employee retention is considered as a challenge to many corporations as satisfying people and keeping them for longer period of a time is not a simple mission. (Mwasaru & Kingi, 2015). Besides Employee retention help the employers to fulfil their aims and targets (Inabinett & Ballaro, 2014).

Employees are considered the heart of the corporations, losing the skilled people has a high cost in which the employer has to bear it, so employers have to choose the beneficial retention strategies to keep those skilled people and this is considered as a huge threat to them, since a retention strategy for one employee might be suitable for him but not suitable to another employee, so here communication plays a big role, as the employer has to know employees' needs so that he can offer him the appropriate retention strategy. The employer has to let the employees feel that they are their assets not their costs, and this will be reflected in the practices in which the organizations are implementing. (James & Mathew, 2012)

In order for corporations to retain their employees, they have to rely on human strategies that increase people's commitment and loyalty, so here communication plays a big role in way that organizations have to clearly notify their employees with their exact roles and that how these roles affect the company's objectives and goals. Organizations should always keep motivating their employees, providing them with their training needs, coaching & guiding them with respect to their accomplishment. Also to reward them with an appropriate remuneration packages so that to increase their satisfaction. (Hassan, 2016)

Both Cloutier et al (2015) and Gadekar (2013) agreed that that the cost of employee retention is less than the cost of hiring the employee and its logistics, so retention can be viewed as a mean to decrease costs. Retaining skilled employees affects the corporation net earnings, as at the end it is reflected in a cost in which the company pays, either recruiting the employee has a cost which is the hiring cost and its logistics followed by the cost of the employee development, and the cost the company will pay if the employee leaves the company. (Cloutier et al. 2015)

Organizations should efficiently utilize its people; they have to correspond between the employees' needs and the company's needs, so that there is a mutual benefit between them. Companies should deal with employee retention as a developing tool that will give her a competitive advantage against competitors, as competition is getting fiercer, keeping and retaining their potential employees will keep them aside from this competition, employee retention has a return to the employer which is achieving his potential growth. (Cloutier et al. 2015)

Each human resource practice have a different effect on employee retention, they do not have similar effects on employee retention, also if any human resources practiced did not work with employees, this does not mean that he will quit the organization. (Slavianska, 2012). Organizations can increase the strategies that increase employee satisfaction and his self-esteem such as increasing one to one meetings between employee and his manager, that give him feedback about his performance, keeping always the relation between the manager and the employee close, appreciating efforts done from employee's sides such strategies affect employee loyalty and help in retaining him. (Ratna & Chawla, 2012).

Retention plans should be a component of all company's policies, as they are embedded in the company's vision and mission, Actually employee retention starts with the recruitment process and how to choose the right person for the job, then it continues with the day the employee on board in the company, how the company contact the employee in order to the employee to be part of the company's vision and start adapting with its values, and showing the employee how his role affect the company's goals (Cloutier et al. 2015).

Remuneration schemes are key factors to retain employees as there is a strong association between them, as satisfying remuneration schemes affect the employee's opinion if he wants to

stay or leave the organization, so the employer should review such beneficial rewarding remuneration schemes. (Michael et al. 2016). In addition Employee coaching and guidance, and satisfying his training needs increase employee engagement and helps in employee retention. (Cloutier et al. 2015)

Deb Muller, on Oct 29th, 2015 from this, article employee relations practices followed by top practitioners:

- Employee Relations Data
- Employee-related Events and Investigations
- Walk a Mile in My Shoes
- The Generation Gap

The best fit school states that in order to add value, human resource policies should align with business strategy. This means that HR should focus on both the needs of the organization and the ones of its employees. The best practice school argues that there is a set of universal HR processes that lead to superior business performance. According to its proponents, there are certain bundles of HR activities that support companies in reaching a competitive advantage regardless of the organizational setting or industry (Redman & Wilkinson, 2009).

4.1 Human Resource Management:

The 7 Human Resource best practices presented below have been proposed by Jeffrey Pfeffer. Pfeffer wrote two books on this topic:

- Competitive Advantage through People (1994), and
- The Human Equation: Building Profits by Putting People First (1998)

In these books, he proposes a set of best practices that can increase a company's profit. When these best practices are combined (or bundled), their impact is even more profound.

These best practices are:

1. Employment security
2. Selective hiring
3. Self-managed and effective teams
4. Contingent compensation
5. Extensive training
6. Reduction of status difference
7. Information sharing

As the world is becoming more competitive and unstable than ever before, manufacturing-based industries are seeking to gain competitive advantage at all cost and are turning to more innovative sources through HRM practices (Sparrow, Schuler, & Jackson, 1994). HRM practices have been defined in several aspects. Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives (Delery & Doty,

1996). Likewise, Minbaeva (2005) viewed HRM practices a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization. Based on our literature review following HRM practices have identified:

1. Performance Appraisal
2. Career Management
3. Training
4. Reward System
5. Recruitment

5. Methodology:

The Employee Engagement and retention-ship narrative enquiry was conducted in 18 startup organizations involved in software related work based at KLE technological campus and Hubli startups. The convenient sampling technique is used for the study. The ISM i.e. interpretive structure modeling instrument is used to analyze the results.

5.1 Factors which impact on employee engagement, retention and relationship with organization:

5.1.1 For employer point of view:

- Assist to decision making (ADM)
- Multiple channels for training & development (MTD)
- Offer benefits, rewards & recognitions (BRR)
- Knowing employees opinion (KEO)
- Path for resolving HR issues (PRI)
- Training as to match corporate level (TCL)
- Nature of work (NW)
- Career development (CD)
- Appropriate delegation (AD)
- Make plans (MP)
- Job security (JS)

5.1.2 For employee point of view:

- Make yourself known (MK)
- Friendly environment (FE)
- Leadership (L)
- Work life balance (WLB)
- Think out of the box (TOB)

6. Interpretive structure modeling (ISM):

ISM is well known model for identifying the relationship among the variables which defines an issue or problem. This approach used by many researchers to represent the interrelationships among given variables, which are related to the issue or problem. The ISM approach starts with identification of variables, which are suitable to the problem or issue. Then contextually relevant subaltern relation is chosen. Once the decided contextual relation, a structured self-interaction model [SSIM] is developed based on pairwise comparison of variables after this, SSIM is converted into a reachability matrix [RM] and its transitivity is checked once it is obtained a matrix model is framed. Then, segregate of the factors and an extraction of the structural model called ISM are developed. ISM model is effective methodology dealing with complex problems. Here set direct or indirect related elements are structured into a comprehensive model. It is used for identifying and summarizing relationships among specific variables which define a problem or issue. Interpretive structural modeling (ISM) is a well-established methodology for identifying relationships among specific items, which define a problem or an issue. For any complex problem under consideration, a number of factors may be related to an issue or problem. However, the direct and indirect relationships between the factors describe the situation far more accurately than the individual factor taken into isolation. Therefore, ISM develops insights into collective understandings of these relationships. That's why in this paper we are considered ISM as an analyzing tool.

6.1 Steps involved in ISM:

1. Identification of elements, which are relevant to the problem or issues, this could be done by literature review or any group problem solving technique.
2. Establishing a contextual relationship between elements with respect to which pairs of elements will be examined.
3. Developing a structural self-interaction matrix (SSIM) of elements, which indicates pair-wise relationship between elements of the system?
4. Developing a reachability matrix from the SSIM, and checking the matrix for transitivity. Transitivity of the contextual relation is a basic assumption in ISM which states that if element A is related to B and B is related to C, then A will be necessarily related to C.
5. Partitioning of reachability matrix into different levels.
6. Based on the relationships given above in the reachability matrix draw a directed graph (digraph), and remove transitive links.
7. Convert the resultant digraph into an ISM, by replacing element nodes with statements.
8. Review the ISM model to check for conceptual inconsistency, and make the necessary modifications.

6.2 Structural self-interaction matrix (SSIM):

For analyzing the criteria a contextual relationship of "leads to" is chosen here. For developing contextual relationships among variables, expert opinions based on management technique such as brainstorming was considered. For expressing the relationship between different factors for coordination and responsiveness in supply chain, four symbols have been used to denote the direction of relationship between the parameters i and j (here $i < j$):

- ✓ V: parameter i will lead to parameter j ;
- ✓ A: parameter j will lead to parameter i ;
- ✓ X: parameter i and j will lead to each other; and

✓ O: parameters i and j are unrelated.

6.3 Reachability matrix:

The SSIM has been converted into a binary matrix, called the initial reachability matrix by substituting V, A, X and O by 1 and 0 as per the case. The substitution of 1s and 0s are as per the following rules:

- 1) If the (i, j) entry in the SSIM is V, the (i, j) entry in the reachability matrix becomes 1 and the (j, i) entry becomes 0.
- 2) If the (i, j) entry in the SSIM is A, the (i, j) entry in the reachability matrix becomes 0 and the (j, i) entry becomes 1.
- 3) If the (i, j) entry in the SSIM is X, the (i, j) entry in the reachability matrix becomes 1 and the (j, i) entry also becomes 1.
- 4) If the (i, j) entry in the SSIM is O, the (i, j) entry in the reachability matrix becomes 0 and the (j, i) entry also becomes 0.

6.4 For employer point of view:

6.4.1 Structural self-interaction matrix

Variable	L	MP	AD	FE	JS	CD	NW	TOB	WLB	TCL	PRI	KEO	BRR	MTD	ADM
ADM	X	O	O	O	O	O	A	X	O	O	O	O	O	O	-
MTD	X	V	V	O	O	O	A	V	O	X	O	O	O	-	
BRR	X	O	A	O	O	V	A	V	O	O	O	O	-		
KEO	V	O	V	V	V	O	V	O	X	A	X	-			
PRI	O	O	O	A	O	O	O	O	V	O	-				
TCL	V	V	O	O	O	O	A	A	V	-					
WLB	O	A	A	X	A	O	X	O	-						
TOB	V	O	A	O	O	O	O	-							
NW	O	V	A	V	V	O	-								
CD	X	O	O	O	V	-									
JS	V	O	O	O	-										
FE	O	O	O	-											
AD	A	V	-												
MP	O	-													
L	-														

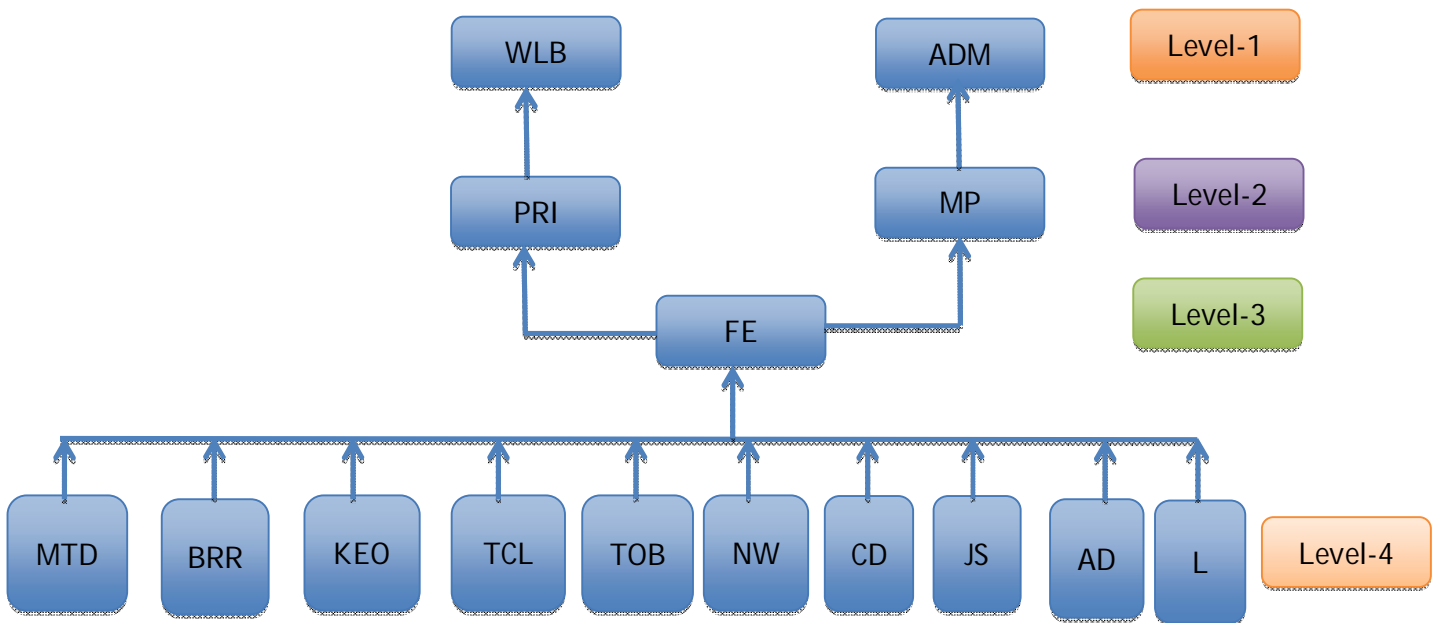
6.4.2 Final Reachability matrix:

Variable	L	M P	A D	FE	JS	C D	N W	TO B	WL B	TC L	PR I	KE O	BR R	MT D	AD M	Drive power	Level
ADM	1	0	0	0	0	0	0	1	0	0	0	0	0	0	1	3	I
MTD	1	1	1	0	0	0	0	1	0	1	0	0	0	1	0	6	IV
BRR	1	0	0	0	0	1	0	1	0	0	0	0	1	0	0	4	IV
KEO	1	0	1	1	1	0	1	0	1	0	1	1	0	0	0	8	IV
PRI	0	0	0	0	0	0	0	0	1	0	1	1	0	0	0	3	II
TCL	1	1	0	0	0	0	0	0	1	1	0	1	0	1	0	6	IV
WLB	0	0	0	1	0	0	1	0	1	0	0	1	0	0	0	4	I
TOB	1	0	0	0	0	0	0	1	0	1	0	0	0	0	1	4	IV
NW	0	1	0	1	1	0	1	0	1	1	0	0	1	1	1	9	IV
CD	1	0	0	0	1	1	0	0	0	0	0	0	0	0	0	3	IV
JS	1	0	0	0	1	0	0	0	1	0	0	0	0	0	0	3	IV
FE	0	0	0	1	0	0	0	0	1	0	1	0	0	0	0	3	III
AD	0	1	1	0	0	0	1	1	1	0	0	0	1	0	0	6	IV
MP	0	1	0	0	0	0	0	0	1	0	0	0	0	0	0	2	IV
L	1	0	1	0	0	1	0	0	0	0	0	0	1	1	1	7	IV
Driven Power	9	5	4	5	4	3	4	6	9	4	3	4	4	4	5		
Level	IV	II	IV	III	IV	IV	IV	IV	I	IV	II	IV	IV	IV	I		

6.4.3 Level partitions:

Variable	Reachability set	Antecedent set	Intersection set	Level
ADM	L,TOB,ADM	ADM,TOB,NW,MK,L	L,TOB,ADM	I
MTD	L,MP,AD,TOB,TCL,MTD	MTD,TCL,NW,L	L,MTD,TCL	IV
BRR	L,CD,TOB,BRR	BRR,KEO,NW,FE,L	L,BRR	IV
KEO	L,AD,FE,JS,NW,WLB,PRI,KEO	KEO,PRI,TCL,WLB	KEO,PRI,WLB	IV
PRI	WLB, PRI, KEO	KEO, PRI, FE	KEO, PRI	II
TCL	L,MP,WLB,TCL,KEO,MTD	MTD,TCL,TOB,NW	MTD,TCL	IV
WLB	FE, NW, WLB, KEO	KEO,PRI,TCL,WLB,NW,JS,FE,AD,MP	WLB,KEO,NW,FE	I
TOB	L,TOB,TCL,ADM	ADM,MTD,BRR,TOB,MK,AD	ADM,TOB	IV
NW	MP,FE,JS,NW,WLB,PCL,BRR,MTD,ADM	KEO,WLB,NW,AD	WLB,NW	IV
CD	L, JS, CD	BRR, CD, L	CD, L	IV
JS	L, JS, WLB	KEO, NW, CD, JS	JS	IV
MK	FE, MK, TOB, ADM	L, MK	MK	IV
FE	FE, WLB, PRI, ADM	KEO, WLB, NW, MK, FE	FE, WLB	III
AD	MP, AD, NW, TOB, WLB, BRR	MTD, KEO, AD, L	AD	IV
MP	MP, WLB	MTD, TCL, NW, AD, MP	MP	II

6.4.4 Digraph:



By performing ISM on obtained factors of narrative enquiry, we got following results: For employer point of view First level consist of work life balance and assistance to decision making , second level consist of Path for resolving HR issues and Make plans, third level consist of friendly environment and four level consist of remaining factors. We come to know that work life balance and assistance to decision making employer point of view are the drive power i.e. apart from these two factors remaining factors depends on them.

6.5 For employee point of view:

6.5.1 SSIM:

Variable	WLB	TOB	MK	FE	L
L	O	V	A	O	-
FE	X	O	V	-	
MK	O	A	-		
TOB	O	-			
WLB	-				

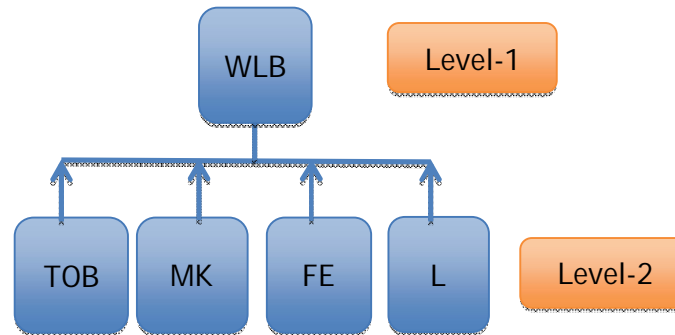
6.5.2 Final reachability matrix:

Variable	WLB	TOB	MK	FE	L	Drive power	Level
L	0	1	0	0	1	2	II
FE	1	0	1	1	0	3	II
MK	0	0	1	0	1	2	II
TOB	0	1	1	0	0	2	II
WLB	1	0	0	1	0	2	I
Driven power	1	2	3	2	2		
Level	I	II	II	II	II		

6.5.3 Level partitions:

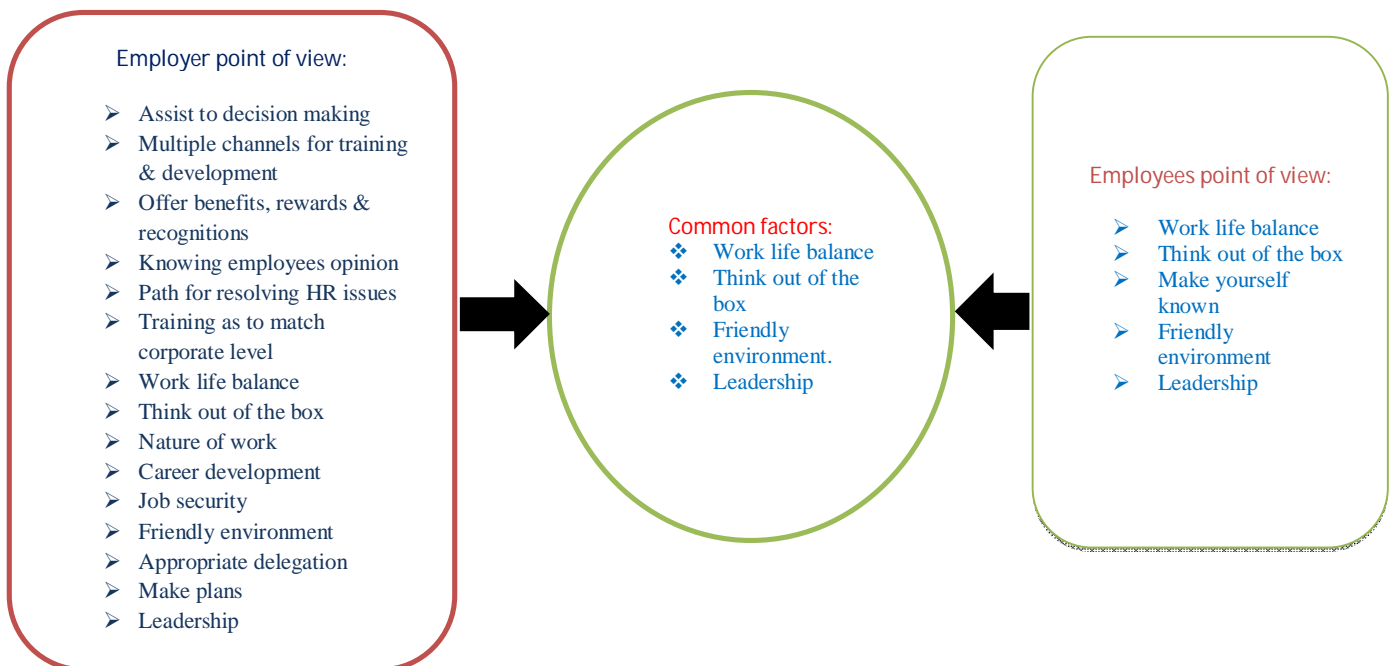
Variable	Reachability set	Antecedent set	Intersection set	Level
L	TOB, L	L, MK	L	II
FE	WLB, MK, FE	FE, TOB	FE	II
MK	MK, L	FE, MK, TOB	MK	II
TOB	TOB, MK	L, TOB	TOB	II
WLB	WLB, FE	FE, WLB	WLB, FE	I

6.5.4 Digraph:



For employee point of view first level consist of work life balance and second level consist of remaining factors. In case of employee point of view work life balance is the drive power and remaining are depend on work life balance.

6.6 Factors the employees consider remaining loyal to organization:



6.6.1 Human Resource practices:

In order to make employees remain with the organization is challenging one so, one should adopt best human resource practices to retain them. Based on literature review and in depth discussion with the employers, following mentioned practices are well suit in order make employees stay with the organization:

1. Performance Appraisal
2. Career Management
3. Training
4. Reward System
5. Recruitment
6. Employment security
7. Selective hiring
8. Self-managed and effective teams
9. Contingent compensation
10. Extensive training
11. Reduction of status difference
12. Information sharing

7. Results and discussion:

We come to know that work life balance and assistance to decision making employer point of view are the drive power i.e. apart from these two factors remaining factors depends on them. In case of employee point of view work life balance is the drive power and remaining are depend on work life balance. Common factors between employer and employee engagement and relationship practices are Work life balance, Think out of the box, Friendly environment & Leadership. In order to make employees remain with the organization is challenging one so, one should adopt best human resource practices such as Performance Appraisal, Career Management, Training, Reward System, Recruitment, Employment security, Selective hiring, Self-managed and effective teams, Contingent compensation, Extensive training, Reduction of status difference & Information sharing.

8. Conclusion:

This study gives an insight of factors the employee considers to remain loyal to organization are: authority to take decision, good career path in the organization, job security, and friendly working environment. HRM practices (Engagement and retention ship) are offering benefits, rewards, and recognition, path for resolving HR issues, provide training as to match corporate level, assigning challenging work, appropriate delegation, making proper plans, good leadership role, giving place to employee to understand himself, using multiple channels for training and development, work life balance and nature of work. So it is clear from the outcome model that the factors like work life balance, friendly environment, leadership and think

out the box are common in both employee and employer point of view hence one should stress on these factors will help to make engage and retention of employees in a start-up companies/organizations.

HRM practices (i.e. employee engagement and retention); influence the employees to be with the organization. For a start-up organization, HRM practices are very much help to make employees remain with the organization. Some of the practices mentioned here will definitely help make employees to retain, engage with the company. They are Performance Appraisal, Career Management, Training, Reward System, Recruitment, Employment security, Selective hiring, Self-managed and effective teams, Contingent compensation, Extensive training, Reduction of status difference and Information sharing.

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