

STRATEGY TO ENGAGE AND RETAIN THE LOWER SEGMENT EMPLOYEES

"Lower segment employees are defined as frontline workers. They are often referred to as low-skilled workers who are engaged in jobs for which the requirements for formal education and training are minimal. They are often regarded as the unsung heroes of an organisation and they go unrecognized by upper management. Nevertheless, they play a crucial role in ensuring organisational sustainability, executive strategies and providing a competitive advantage. Work life balance in order to bring time and stress management alongwith flexibility at work should be a part of HR policy".

THE UNSUNG HEROES: LOWER SEGMENT EMPLOYEES

The lack of security and stability in pay, low asset specificity and lack of security in job are the challenges that are faced by them. In the industrial sector, low-skilled work constitutes a vital yet frequently overlooked component of the overall production model with the diversity within national production systems being highlighted. In low-skilled labour markets, ethnic segmentation is noticeable and low-segment workers are often found to be exposed to the environment where employer discrimination is prevalent.

'Engagement of employees including the lower segment employees, arises out of the culture, not the other way around'

THE BIG WHY: ENGAGING AND RETAINING LOWER SEGMENT EMPLOYEES

Engaging lower segment employees is important for several reasons. They are as follows:

Firstly, their involvement in strategy implementation is crucial for competitive advantage and long-term sustainability of

organisations. Their roles in executing strategic goals are noteworthy even though their inclusion into the planning phase is not even considered by the upper management bodies of organisations. In addition, their engagement in



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workplace learning leads to overcoming barriers to the development of skills the essentiality of which can be understood from the perspective of the necessity of attaining and maintaining a competitive edge in the long-term. With lower-