



# **Designing an Employee Retention Framework: A Case Study of Varun Food and Beverage**

**By**

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**A dissertation submitted to the University of Zambia and Zimbabwe Open University, in partial fulfilment of the requirements for the award of the degree of Master of Business Administration**

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## ***DECLARATION***

I declare that the work I have presented in this thesis entitled “Designing an Employee Retention Framework: A Case Study of Varun Food and Beverage” is to the best of my knowledge my own work. The work contains no material submitted previously, in whole or in part, for the award of an academic degree at this University or any other University. I have however acknowledged all other works.

*Jim Mudenda*

Dated this 5<sup>th</sup> March 2020

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*Examiner: Dr V Muchemwa*

Lusaka, 5<sup>th</sup> March, 2020

## ***CERTIFICATE OF APPROVAL***

We the undersigned recommend that this dissertation has fulfilled the requirements of the degree of Master of Business Administration of the University of Zambia and Zimbabwe Open University.

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Dated this   <sup>th</sup> day of June 2020

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## **Abstract**

The aim of this study was to design a framework for employee retention for Varun Food and Beverage. This was a quantitative study that took a causal approach. 300 employees answered a structured questionnaire. Data was analysed using SPSS version 22. The findings show that the Employee Retention Connection Model is appropriate to determine quit and retention factors in a workplace. There are more factors responsible for quitting than retaining employees within the Employee Retention Connection Model. Upper middle class associate and technical occupations like drivers, messengers, cleaners were leading in leaving the firm accounting for  $n = 110$  (36.6%) and were followed by lower middle class like clerical staff, plumbers, electricians and auto mechanics who for accounted for  $n = 103$  (34.3%). The rest contributed a rather small number. It was not expected that white collar professionals who belonged to the upper Middle Class like IT Technologists, accountants, and laboratory scientists, human resource practitioners tended to leave. The study has developed a framework that addresses the factors within the Employee Retention Connection Model were Varun Food and Beverage is operating retaining employees belonging to the upper middle class followed by lower middle should be mandatory requirement.

# CHAPTER ONE - INTRODUCTION

## 1.1 Background

Varun Food and Beverage is a family based enterprise which become operational in 2010 in Zambia. It is located in industrial area along Mungwi Road. According to Varun Beverage Zambia Limited website, there are the second largest franchisee in the world (outside USA) of carbonated soft drinks and non-carbonated beverages owned by PepsiCo and the key player in the beverage. It is specialised in producing food and drink products such as Pepsi Cola, Seven Up under carbonated just to mention the few. It has a workforce of 350 employees and indirectly distributors another 600 throughout the country. Hence the success and attainment of organisational distinctive capabilities in the 21st century has been the goal for all competitive international organisations. This cannot be achieved without organisation working hand in hand with employee.

Employee retention is an effort by a business to maintain a working environment which supports current staff in remaining with the company (Hewitt Associates, 2006). Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff (Kinnear and Sutherland, 2001). It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Retention Strategies helps organizations provide effective employee communication to improve commitment and enhance workforce support for key corporate initiatives (Kreisman, 2002).

Get Les McKeon considers employee retention as a systematic effort by employers to create and foster an environment that encourages current employees to remain employed by having policies and practices in place that address their diverse needs. The costs associated with turnover may include lost customers, business and damaged morale. In addition, there are the hard costs of time spent in screening, verifying credentials, references, interviewing, hiring and training the new employee just to get back to where you started." Also of concern are the costs of employee turnover (including hiring costs& productivity loss). Replacement costs usually are 2.5

times the salary of the individual. Therefore, employee retention is effort by a business to maintain a working environment which supports current staff in remaining with the company.

Today, there is a high demand in the public and private sectors for workers in all critical areas. This has been caused due to increasing levels of voluntary employee-quits which affect the employee retention levels of firms adversely, causing expensive costs to organizations, thus hindering their future success (Agrela, et al 2008). When a company loses a skilled, talented employee, there happens to be an adverse impact on company operations with major delays and disruptions at work (Feldman, 2000). The supply of qualified workers in such a situation is limited and good workforce planning requires a twofold approach of aggressive recruitment and innovative retention strategies. The costs to the employ as a result of failure to retain employees include payment of unplanned separation benefits, lost productivity, recruitment costs, training costs, and diminished services as new employees get up to speed (Gale group, 2006).

Over the past decade, the way in which people are managed and developed at work has come to be recognized as one of the primary factors in achieving improvement in organizational performance (Marchington and Wilkinson, 1997) acknowledged that successful organizations share a fundamental philosophy of valuing and investing in their employees. Not every employee is easily replaceable and matched (O'Malley, 2000). Each employee has a unique and unparalleled characteristic that cannot be in all the other factors of production (Roger and Hom, 2001). This is true for top talent job profiles in an industry or firm. In fact several research studies have described human resource management as a means of achieving competitive advantage. (Huselid, 1995 and Walker, 2001). To a great extent customer satisfaction, organizational performance in terms of increased sales, satisfied colleagues and reporting staff, effective succession planning is dependent upon the ability to retain the best employees in any organization. Encouraging employees to remain in the organization for a long period of time can be termed as employee retention. It is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project.

## **1.2 Statement of the Problem**

Varun Food and Beverage has in the past two years been experiencing employee losses by resignations. When new staff are employed, they tend not to stay. This appears to affect top talent job profiles. The costs to the firm through recruitment and induction are soaring. In addition, the review suggests that there are gaps as to whether or not leadership, working environment and recognition as well as rewards are associated with employee retention or resignations. This study attempts to fulfil the gaps by analysing these three predictors of the Employee Retention Connection Model on employee retention. It is assumed that Varun Food and Beverage Management has not applied successfully three primary drivers of employee retention) as discussed in the theoretical model section.

## **1.3 Research Aim**

The aim of this study is to design a framework for employee retention for Varun Food and Beverage.

## **1.4 Research Objectives**

This study intends to undertake the following objectives:

1. To describe job categories that have the propensity for resignations
2. To test which of the three constructs in the Employee Retention Connection Model influence resignations and employee desire to remain in the job.
3. To design a framework for employee retention for Varun Food and Beverage that could be used retain top talent jobs.

## 1.5 Research Questions

1. What job categories have the propensity for resignations?
2. Why does Varun Food and Beverage lose such employees in such job categories?
3. How could staff categorised as top talent jobs be retained?

## 1.6 Theoretical Model

This study will be informed by the Employee Retention Connection Model. Employee Retention Connection's model concentrates on applied organizational experience indicating three primary drivers of employee retention. Employee Retention Connection's model concentrates on applied organizational experience indicating three primary drivers of employee retention (ChandrashuSinha and RuchiSinha , 2012). Employee Retention Connection Model concentrates on three drivers and these are discussed below.

- ❑ Driver 1: Motivational Leadership Domain. Leaders should champion change and must be open to new ideas. They should inspire a shared vision of organization direction, develop the capabilities of others. This domain ensures that change in the workplace is championed and employees are open to new ideas. Leaders inspire a share vision of organization direction. Leaders motivate and recognize contributions from subordinates while they develop the capabilities of others.

Various studies noted that the way people are managed and the leadership style have direct influence on an organization ability to maintain its workforce. Eisenberger et al. (1990) argued that the way employees view an organization is particularly dependent on their relationship with their supervisor. Mc Neese-Smith (1995) found that the attitude of a hospital manager increase employee commitment to the organization. Kaye et al. (2002) laid emphasis on the fact a manager should be “a good boss” to impact retention positively. Duffield and O'Brien-Pallas (2003) were more specific in the way leadership and retention

correlate and viewed participative leadership style as a contributing factor of employee retention. Kroon and Freese (2013) are also of the view that participative leadership style plays a significant role in employee retention. Andrews and Wan (2009) were less specific about the particular style of leadership that positively impacts the capability of an organization to make its employees stay. However, they noted that management plays a determinant role in employee retention and established that there is a direct correlation between employee retention and manager behaviour. The impact of management on employee retention can be viewed from two perspectives: leadership style and management support. Involvement of employee in decision making motivates them to stay in an organization. Noah (2008) observed that participation in decision-making process makes employees feel they are part of the organization and this increases loyalty and retention. As far as support is concerned, Eisenberger (2002), and Paillé (2013) observed that management support is even more important than the organizational one. According to Ellett, Ellis, Westbrook and Dews (2007) “supportive, quality supervision” and “leadership that values employees” has a positive impact on retention. Joo (2010) mentioned the fact of being supervised in a supportive manner is a contributor to retention. Tymon, Stumpf, and Smith (2011) as well as Mignonac and Richebé (2013) identified supportive supervision from managers as a contributing factor to employee retention. Other researchers who observe the same relationship between perceived management support and retention

- ❑ Driver 2: Stimulating work Domain. Giving variety of assignments, autonomy to make decisions, resources and support provided to do good work, opportunity to learn, feedback on result.

Within this, is the element of social support. Social support basically relates to the degree of satisfactory relationship with colleagues or fellow employees. Relationship with co-workers appears to be determinant factor of retention. Alexander and his research team (1998) and Tai et al. (1998) identified support from co-workers as a contributing factor of retention. Wells and Thelen (2002) established a direct correlation between good human resource practices and the ability to gain employees commit and to increase the chances of retaining

them. Miller et al. (2001) noted commitment can be gained by improving feeling of belongingness. Jasper (2007) carried out a research that revealed that manager-employee relationship is the second most frequent reason why jobs are quit. Satisfaction with relationship with colleagues or fellow employees was identified as retention factor. Ramlall (2003) emphasized the fact that identifying and catering for employees' individual needs provides a favourable work environment that increases their commitment.

Autonomy “can be seen to be characterized by the ability to choose how to do one's work; having influence over one's work; and flexibility in workload decisions”. Prior to the year 2000, Alexander et al, (1998); Tai et al. (1998); Boyle et al. (1999) related employee retention to autonomy. Subsequently Tremblay et al. (2006) observed that autonomy on the job is a determinant factor of job satisfaction and thus to retention. Kooker et al. (2007), Andrews and Wan (2009) identified autonomy as an influential factor of job retention. Spence et al. (2009) also observed that autonomy on the job influences employee decision to stay in the organization. Ellenbecker (2004) established that there is job strain or lack of control over one's job contributes to job dissatisfaction which in turn impact negatively retention. Autonomy and control work activities leads to job satisfaction which positively influence retention. Spence et al. (2009) also linked autonomy and retention through job satisfaction. They observed that autonomy is predictor of job satisfaction.

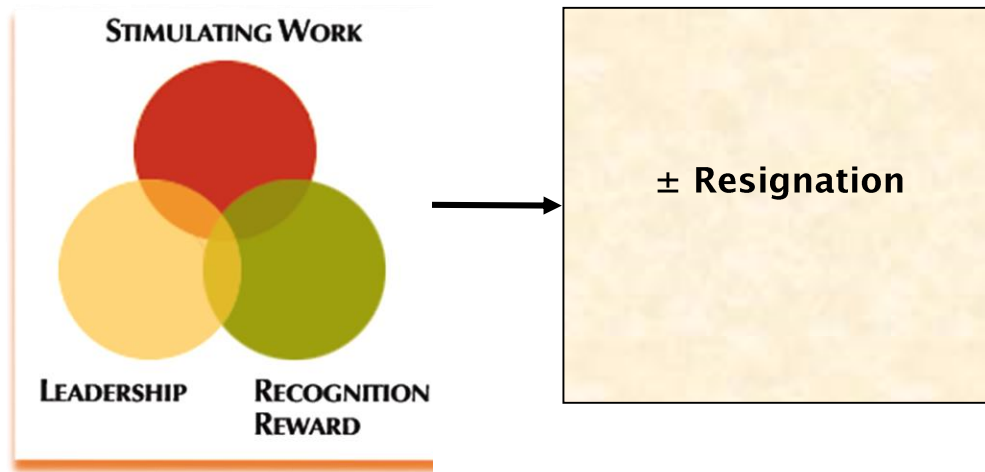
Training and Development is also considered. Messmer (2000) viewed that a key factor to employee retention is training and development. Deery (2008) observed that on the job training increases retention and commitment. Leidner (2013) is also of the view that employee loyalty is improved through training and development.

- ❑ **Driver 3: Recognition and rewards Domain. A job that is done well and should reinforce desired behaviours and create an emphasis and focus on recognition. Employees ought to be well compensated at work.**

The relation between pay and retention has been the subject of many studies. Researchers are not unanimous about the impact of pay on retention. For some, satisfaction with pay strongly correlates with the employee decision to stay in the organization. For others, pay does not have a direct influence on retention. In 1997 Trevor and his research team established that rise in pay increases retention capabilities of organizations. Davies et al., (2001) are of the same viewpoint and observed that organizations, particularly those in the accommodation industry in Western Australia, do not make use of salary and benefits policies to increase retention. Lambert et al. (2001), also reached the same conclusion in a latter research they conducted (Lambert et al 2001). Transparency of pay decisions have been cited as a booster of retention. Gardner, et al. (2004) did not see pay as only a motivator but also a retention technique. Hytter (2007) reached the conclusion that there is correlation between retention and reward. Milkovich & Newman (2004) were more specific. They viewed monetary pay among all kinds of compensation as the most relevant factor in maintain employee. Performance related pay has been identified as retention facilitator. In 2006, team of researchers led by Tremblay also observed that performance related-pay is a retention facilitator. According to Hausknecht, Rodda and Howard (2009) extrinsic rewards (amount of pay and other benefits) are contributors of employee retention. Pitts, Marvel and Fernandez (2011) observed that compensation is predictor of employee turnover. Moncraz, Zhao and Kay (2009) were specific about the category of the workforce that reward affects most. They noted that pay reduces turnover and increases commitment among managers. Shields & Ward (2001), Gifford, Zammuto and Goodman (2002), and Hayes et al. (2006) noted that reward on its own does not constitute an important retention factor. Improved compensation can only increase retention capability in a short-term. For organizations to be more efficient in their attempt to make more employees stay in the organization for a long period improved compensation should be coupled with quality of work life which this group of researchers identified as a long-term factor. Ellenbecker (2004) demonstrated that wage rates, especially among nurses, only have remote impact on retention.



This theory is conceptualised as shown below in Figure 1.



**Figure 1:**

**From the model above, three hypotheses linked to the why question will be tested and these are:**

*H<sub>01</sub>*: Leadership is not associated with employee retention

*H<sub>A1</sub>*: Leadership is associated with employee retention

*H<sub>02</sub>*: Stimulating work is not associated with employee retention

*H<sub>A2</sub>*: Stimulating work is associated with employee retention

*H<sub>03</sub>*: Recognition and reward are not associated with employee retention

*H<sub>A3</sub>*: Recognition and reward are associated with employee retention

### **1.7 The scope of the Study**

The study revolves round the analyses of employee retention practices of Varun Food and Beverages Ltd and how it impacts the development of the firm.. Analysis is also done in the light of the responses generated from the employees of Varun Food and Beverages Ltd by using data analysis tools as discussed below.

## **CHAPTER TWO – LITERATURE REVIEW**

### **2.1 Over View on Employee retention**

Employee retention can simply be defined as the strategies put in place by an organization to retain its employees and reduce turnover. Employee retention can be represented by a simple statistic (for example, a retention rate of 80% usually indicates that an organization kept 80% of its employees in a given period) (Cotton & Tuttle, 1986). The rate of retention is the inverse of the rate of employee turnover and expectedly if a relatively high number of employees stayed at post within a specified period then the retention rate is high and the turnover rate is low i.e. (Retention rate =  $1/\text{turnover rate}$ ). Retaining employees is an important goal of every organization. It helps reduce wastage in terms of the time, effort and money spent in hiring and training new employees and integrating them into the organization. Moynihan & Pandey (2007) have called employee turnover as an organization's loss of memory.

Retaining all the employees may not be the desire of every business. Most of the organizations are concerned with retaining the high performers, those who possess key skill and knowledge needed to run the organization and those who are difficult to be replaced. Greenberg and Sweeney (2010) also emphasize that organizations should make efforts to keep their best talent despite difficult times. They further argue that it is the top performers that distinguish one business from another. Cardy & Lengnick-Hall (2011) also advocate that if best workers are not retained, an organization can be negatively affected from the operational to the strategic level and that human capital remains one of the few resources that can provide a sustainable competitive advantage. They however suggest that employees should be classified as platinum, gold, iron and lead, and that organizations should spend more effort to retain platinum employees as compared to the lead employees.

It is worth mentioning here that employee's exit from a job has different dimensions. However, the issue which is of relevance here is that certain factors of employee's exit may be controlled by the management while there are other factors on which the management has little or no bearing. For example an employee may leave his job

because of family situation, job offers and pursuit of new opportunities. Cardy & Lengnick-Hall (2011) further emphasize that efforts to maximize retention are consistent with a concern for employees and a desire to make the organizational environment as “sticky” as possible in order to keep employees. Efforts to minimize turnover, on the other hand, can be seen as motivated to reduce or avoid a cost.

In the 1990s, Fitz-enz (1990) for instance observed that employee commitment and retention is not determined by a single issue but by a cluster of factors. In previous researches a number of factors associated with employee retention have been identified. Factors that are commonly cited are developmental opportunities and quality supervision, job stress and colleague stress (Brown et al., 2002); compensation and appreciation of work done, provision of challenging work, promotion and development chances, attractive atmosphere within the organization, relationships with colleagues, work-life balance, communication (Walker, 2001) and supervision Naqvi and Bashir (2015). According to Ghapanchi and Aurum (2011) retention factors include remuneration and benefits, training opportunities, fair and equal treatment, organizational culture Allen, and Shanock (2013). While Allen and Shanock (2013) stressed on relationship with colleague socialization (Ghapanchi and Aurum, 2011). Andrews and Wan (2009) emphasized on management style and leadership to increase an organization retention capability (Andrews and Wan, 2009). A group of researchers led by Loan-Clarke et al. (2010) noted autonomy, work-schedule flexibility and social support help organization to keep their employees for a longer period of time. Christeen (2014) identified eight retention factors: management, conducive environment, social support and development opportunities, autonomy, compensation, crafted workload, and work-life balance (Christeen, 2015). Our analysis of individual factors is mainly based on the work Christeen. In our opinion, the “crafted-sculpted workload” falls under management and leadership because it is the responsibility of management to allocate work according to the abilities of the job holder and few studies identified it as a determining factor.

There are pertinent studies on how companies should retain their current manpower. Some excerpts from the review of literature are as follows: Boxall et (2003) have conducted a study of retention variables for New Zealand employees in which they state that the variables are multidimensional. These include interesting work, which

was rated as the strongest factor in attracting and retaining employees in both public and private sector organisations. The research outcome showed that employees expect management to make personnel decisions based on merit and also demonstrated that extrinsic rewards (such as pay, promotion & job security) play a role in both employee retention and turnover management. The research further suggested that management lent support to the idea of good relationships with co-employees and supervisors. Lockwood and Anari (1997) concluded the following factors as crucial retention strategies for IT professionals in the USA and U.K. In order of their importance, the study revealed money (base salary plus bonus and stock options); the chance to learn new skills (i.e. those that the market values); the reputation of the organization in technology; and working conditions (e.g. physical, colleagues & boss, casual dress) as some of the important factors. Among retention strategies that were particularly successful in maintaining a low turnover rate, one of the solutions suggested was an increase in salary. According to Samuel and Chipunza (2009), the main purpose of retention is to prevent the loss of competent employees from leaving the organisation as this could have adverse effect on productivity and profitability. However, retention practices have become a daunting and highly challenging task for managers and Human Resources (HR) practitioners in a hostile economic environment. One of the traditional ways of managing employee retention and turnover is through organisational reward system. William and Werther (1996) explain reward as what employees receive in exchange for their contributions to the organisation. This reward could come in form of salary, promotion, bonuses and other incentives. When the reward system is effectively managed, it helps in achieving organizations corporate objectives, and maintains and retains a productive workforce.

Considering the massive losses experienced by organizations, Fitz-ens (1997: 3) emphasizes the need for organizations to embrace strategies and models that would motivate employees. According to Howart (2010: 2), underpayment and strained relationship with the management team coupled with unclear responsibilities and poor working conditions have been cited as some of the factors that make employees to consider leaving their jobs.

To this end, an array of models has been put in practice by many organizations with mixed success rates. Using the Herzberg theory, Quaero Company embarked on improvement of its communication system and the development of flexible work schedules thereby resulting in retention of its talented and experienced employees in the face of increasing competition in the industry (Mitchelman, 2003).

Provision of fairness and proper climate, as stipulated in the equity theory, is imperative in ensuring that employees realize their optimal potential as a requirement particularly when applying the Maslow hierarchy concept in the United States (Kreitner & Kinicki, 1998: 54). The realization of the importance of human resources based on the training and support programs offered to them is crucial in improving organizational performance. The desire to apply integrative models in enhancing the commitment and motivation in the workforce is rife owing to changing trends in the business climate (Meyer et al 2004: 995).

Kreitner and Kinicki (1998: 67) and Meyer et al (2004: 998) have asserted the importance of understanding the root causes of discontent in the workforce to help in the design of integrative and involving retention strategies. Furthermore, visionary leadership and the incorporation of motivation strategies which take into consideration the contribution of employees should guide the organizations' goals (Sheridan 1992: 1031).

## **2.2 Models of Employees' Retention**

There are three important models on employee retention, one of them is a) Zinger Model and the other is the ERC's Retention Model discussed earlier in chapter I and the third one is the integrated System for Retaining Employees. A brief explanation of these models is follows:

### *Zinger Model*

Employee retention is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and well-being as companies leverage, sustain, and transform their work connections into results.

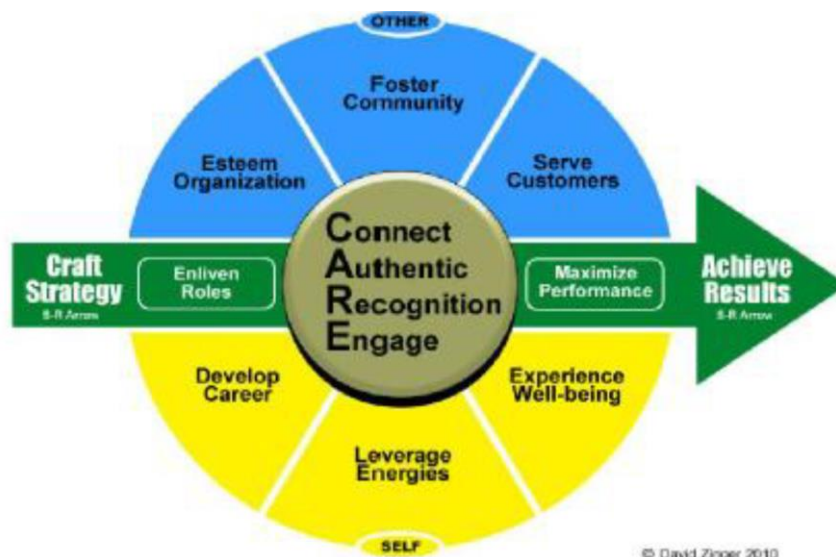


Figure 1: Ginger Model

Source: Sultana Nazia & Bushra Begum (2013)

According to the Zinger Model, employee retention is directed towards achieving results of the organization that the department, team, or individual wants to achieve. To achieve results, companies need to craft a strategy to get there. A central key of employee retention is connection. In some cases connection is synonymous with engagement. Engagement is not a one time survey measure or a steady state. To engage is to fully experience and contribute to the dynamic elements of work.

Employee retention must be authentic and retention of competent employee requires powerful recognitions. A role is a set of behaviours, rights and obligations at work companies must guard against too many roles or role overload while also fully being in the roles that contribute to results, relationships, and engagement. The model emphasizes that employee retention can contribute to effective performance management and performance demonstrates company's engagement while engagement and retention can help companies excel at performance. Good employee retention should foster star performers.

The employee should also align with the organization so as to build up the esteem of the organization and there should not be a disconnect between employee and organization. Companies want employees to serve their customers and this is a very strong relationships between employee engagement and employee retention. Effective Employee retention helps to serve customers a lot. The model comments that employees should experience both personal and professional development

through work ranging from courses and learning to develop their own strengths, value, visibility, and engagement. Powerful retention involves mastery of physical, mental, emotional, spiritual, and organizational energy. Work should contribute to employee well-being. Employees need to both engage in and experience healthy wellbeing. An organization's results are dependent upon the health and productivity of individual employees.

### **Integrated retention System**

The Employee Retention Connection transforms the organization culture and enhances the competitive edge through the following five –phased approach: ERC begins by analysing the organisation's motivation culture through surveys and focus groups that is the motivating and demotivating aspects of the culture. ERC concentrates on designing high- involvement job and work assignments and trains supervisors and managers in proven methods of motivational leadership.



**Figure 3: Integrated Retention System Source: Ibid**

Sinha and Sinha (2012) in their paper had given major factor that contribute to retention of employees. Agrel, et al (2008) for instance states the need to focus on the factors that affect retention leading to growth and success of organizations. Studies suggests that retention strategies, which effectively satisfy the needs of all employees consequently enhances the ability for companies to adapt more effectively to ongoing organizational change (Gale Group, 2006). Research shows that trends redefining modern retention strategies go beyond the traditional salary and benefits

package (Gale Group, 2006) and compensation (Feldman, 2000) embracing employee motivation (Thomas, 2000), as one of the key factors to cater to the diversity and long stay of the workforce in the organization. Retention factors incorporating the needs and desires of employees at any age enhance levels of individual job satisfaction, loyalty, and commitment (Boomer Authority, 2009).

Cunningham (2002) states that employees rank employee recognition, flexibility and training as top priorities for prolonging individual employment, while Walker (2001) and others call for establishing a supportive learning and working climate for employee retention. Further, career development (Boomer Authority 2009), organizational commitment (Patrick Owens, 2006), communication (Gopinath and Becker, 2000) and superior-subordinate relationship (Zenger, Ulrich, Smallwood, 2000) are also the factors known for prolonged stay of the employees in the organization.

### Factors affecting Employees Retention

The list of retention factors and literature review is not meant to be exhaustive of all possible theories or variables related to employee retention and turnover (Griffeth et al., 2000). Rather, the emphasis in this study is placed on testing the relative frequency with which various retention factors emerge when analysing employees' versions for why they stay. A brief introduction and review of the 12 retention factors working towards the preservation of an organizations most valuable asset – employees (Yazinski, 2009), examined in this study are provided in the following section.

#### **Skill recognition**

Providing skill recognition of personal job accomplishments is an effective retention strategy for employees at any age (Yazinski, 2009). Studies indicate fulfilling peoples need for acceptance by acknowledging individual work accomplishments prolongs employment of employees (Redington, 2007). A Study by Yazinski (2009) show trends of an increased number of job applicants seeking out companies that encourage employee input, growth, education, and teamwork, beyond the traditional compensation/benefit packages offered by employers.



## **Learning & Working Climate**

Since learning and development opportunities appear crucial for the retention of talented employees (Arnold, 2005; Hytter, 2007; Walker, 2001), an organisation must establish a supportive learning and working climate. The concept —learning and working climate is derived from previous research (Abrams et al., 2008 etc). In general it refers to the environment wherein employees both learn and work.

## **Job Flexibility**

Job flexibility is vital for retaining employees of any age (Boomer Authority, 2009). Researchers describe the importance of employment flexibility such as scheduling variations that better accommodate individual work times, workloads, responsibilities, and locations around family responsibilities (Cunningham, 2002; Pleffer, 2007). Studies show that "flexibility" empowers individuals to facilitate a healthier balance between work and personal obligations, something that appeals to all ages of employees (Eyster, et al., 2008; Scheef &Thielfodt, 2004).

## **Cost Effectiveness**

Studies supports the conclusion that organizations providing cost effective job flexibility options benefit from satisfying the needs of all employees, independent of age, which allows for the reallocation of expenses related to recruitment, work space changes, sick time, absenteeism, and commuting costs (Agrela, et al., 2008; Boomer Authority, 2009; Cunningham, 2002).

## **Training**

Training is a key retention factor for employees at any age. Statistical evidence indicates job training is a critical factor for personal (behavioral) and professional (technical) development (United States Department of Labor, 2009). The availability for all employees having access to training and development programs is critical in

facilitating organizational growth, particularly with performance and technological improvements (Boomer Authority, 2009).

## **Benefits**

The relationship of benefits with retention is another aspect of making people stay is often investigated by researchers. Maccoby (1984) identified the job satisfaction of employees and supervisors of Bell System over a five-year period and found that the employees and supervisors were satisfied with their pay and benefits and were also motivated to work productively.

## **Career Development**

The purpose of career planning as part of an employee development program is not only to help employees feel like their employers are investing in them, but also help people manage the many aspects of their lives and deal with the fact that there is not a clear promotion track. Employers can no longer promise job security, but they can help people maintain the skills they need to remain viable in the job market (Moses, 1999).

## **Superior-Subordinate Relationship**

Employee development programs cannot exist without a culture that supports them. Any effective program must have strong support from people in senior management positions, and these people must also serve as positive role models to subordinates (Zenger, Ulrich, Smallwood, 2000). Managers and supervisors take on a new role when an organization gets into the business of employee development.

## **Compensation**

Creating a compensation structure that supports an employee development program is a distinct challenge for companies. Many organizations claim to base pay raises on performance, but that is not actually the case. Some companies try to emphasize a team environment, but continue to reward people for individual achievement

(Feldman, 2000). These inconsistencies can cause frustration and cynicism by employees.

### **Organizational Commitment**

Studies have concluded that committed employees' remains with the organization for longer periods of time than those which are less committed. Steers (1977) suggest that the more committed an employee is, the less of a desire they have to terminate from the organization. These —highly committedll employees were found to have a higher intent to remain with the company, a stronger desire to attend work, and a more positive attitude about their employment.

### **Communication**

Studies have indicated that effective communications improve employee identification with their agency and build openness and trust culture. Increasingly, organizations provide information on values, mission, strategies, competitive performance, and changes that may affect employees enthuse (Gopinath and Becker 2000; Levine 1995). Many companies are working to provide information that employees want and need in better way of communication, through the most credible sources (e.g., CEO and top management strategies) on a timely and consistent basis.

### **Employee Motivation**

Management theory and practice has traditionally focused on extrinsic motivators. While these are powerful motivators, by themselves they are no longer enough— intrinsic rewards are essential to employees in today's environment (Thomas, 2000). Nowadays motivational issues are more complex because of the wealth and opportunity so many employees have enjoyed. Inducements and offering of career improvement opportunities in tandem with the integrated retention system model has contributed to better perceptions of employees with regard to their current job. On the other hand, Kreitner and Kinicki (1998, p. 47) noted that assessing the organizational climate as espoused by the Herzberg theory is important in improving the cultural practices in the long term.

The fact that systematic assessment provides the best foundation to deduce the problems and loopholes while informing the designing of stimulants in the organization makes it an essential component. In line with the model, utilization of available evidence coupled with incorporation of contemporary business practices in training and capacity building of employees in industries bolsters and strengthens the overall capacity of employees (Elisa et al., 2009: 437).

In addition, employees' retention is improved through concerted efforts aimed at rewarding and offering career development to employees. This ensures that productivity is maintained at its peak. Tailor-made rewarding schemes for college graduates in industrial firms while providing them with the Maslow needs is instrumental in retention and helping them conform to the cultural practices in the organization.

### **Critical appraisal**

The application of the ERC model in technology and service sector has not only placed them ahead of the other sectors but also provided benchmarks upon which the private sectors base their performance (Dessler 2008: 45). Nonetheless, failure to address and make provisions for hiccups and constraints in the system may prove costly (Michelman 2003). This is especially the case when taking into consideration the dynamics of the business environment (Competitive Advantage Consultants, 2003, para. 6). The integrated system of employee retention has proved effective and relevant mainly due to its recognition of employees' retention as an integral component for the firm to succeed. However, its reliance on performance and rewards may prove ineffective in situations where the employees take time to adjust to the work environment

## **CHAPTER THREE – RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Research Design**

The study is a causal one as it pursues to identify cause and effect relationship among specific retention factors (independent variables) and employee retention (dependent variable). Moreover, it is categorised as a mixed methods study design, because it mentions objectives of the research through practical assessments with the involvement of analytical approaches and numerical measurement (Zikmund et al., 2013) as well as narratives. The study takes a sectional approach. The cross sectional approach is adopted for conducting research which means data is gathered at a single moment in time by the various segments of population that are being sampled (Zikmund et al., 2013).

### **3.2 Population and Sample**

Since the research focuses on employees at Varun Food and Beverage, the population of the study is 350. The sample mainly consists of staff of different departments. The sample size of the study was determined using Yamane taro table and 300 employees were enlisted. For this study, systematic probability sampling was used as a sampling technique. The staff establishment register was used to draw units of analysis. This technique also represents that the probability of choosing any particular member from the population is certain.

### **3.3 Questionnaire Design**

The questionnaire was designed using the logic of induction. Literature provided the study variables based on the constructs from the Employee Retention Connection Model. The following are the variables:

### *Demographic Characteristics*

These included gender, age, qualification, experience and department.

- a) Leadership as an independent variable was composed of six variables and they were measured on a five point Likert scale.
- b) Stimulating work as an independent variable was composed of seven variables and they were measured on a five-point scale.
- c) Reward and recognition as an independent variable was composed of six variables and they were measured on a five-point scale.
- d) Retention as a dependent variable was measured using two constructs.

For the details of the variables, see Appendix II.

### **3.4 Instrumentation**

The questionnaire was self-administered. Heads of departments were at hand in administering the questionnaire based on the list of respondents who were selected. Collection took two months.

### **3.5 Reliability Test**

Reliability means the consistency in the results of the questionnaire. It refers to receiving the similar responses or getting the similar results every time researcher repeats the questionnaire with the same population. Reliability shows the high repeatability and internal consistency of the questionnaire. Analysing the responses of workers, the reliability value ranged from 0.64 0.88. The value range is self-explanatory that all the items are internally consistent to proceed the study. The questionnaire used in this study is highly reliable. The reliability ranged from 0.68 0.88 for the three sectors.

### 3.6 Data Analysis

Data was analysed using descriptive analysis to generate measures of central tendencies and variations as well as box plots. Chi square and t tests were applied to elicit associations as well as differences and help in rendering descriptions of selected variables. Since most of the questions were structured using Likert items which formed a Likert scale (group score), an individual item-by-item analytical approach was not considered to be appropriate for methodological and statistical reasons (Desselle, 2005; Peeters, 2015). This is because from a measurement standpoint, the individual item is not a measure of the overall phenomenon of interest but aggregating the individual item scores is the phenomenon of interest. However, in case some readers would like to see the performance of each item, the researcher will show individual item scores as well as the group scores using semantic categories (Allen and Seaman, 2007; Brown, 2011; Smith et al., 2005).

Since the researcher desired to examine the performance of items as a group, the researcher used the summated (or aggregated) rating scales to determine how much each respondent scored. Summated scores are based on the idea that some underlying phenomenon can be measured by aggregating an individual's rating of his/her feelings, attitudes, or perceptions related to a series of individual Likert items or statements using Steven's approach to scaling (i.e., assigning numbers to categories of satisfaction scores and the associated levels of measurement (Wolfe and Smith, 2007; Norman, 2010). The semantic categories that are presented in the results section are based on ranges of scores. For each Likert item, the ranges of scores are presented and these are married to the semantic categories. In this way, it is easy to perform parametric and nonparametric analysis.

## CHAPTER FOUR – FINDINGS

### 4.1 Demographic Profile of Respondents

The distributing of respondents at Varun Food and Beverages did vary in many respects. Out of the 300 employees who were selected from eight departments majority  $n = 129$  were over 35 and out of the total sample just over half  $n = 179$  (59.7%) were male and females accounted for less than half  $n = 120$  (39.3%) (Table 4.1).

**Table 4.1: Demographic Profile of Respondents**

<b>Variable</b>	<b>Frequency</b>	
	<b><i>n</i></b>	<b>%</b>
<b>Sex</b>		
Male	179	59
Female	121	41
<b>Age group</b>		
Under 20	2	.7
21 to 25	28	9.3
26 to 30	76	25.3
31 to 35	65	21.7
Above 35	129	43.0
Under 20	2	.7
<b>Department</b>		
Human Resource	2	.7
Production	180	60.0
Accounts	3	1.0
IT	10	3.3
Laboratory	13	4.3
Marketing	11	3.7
Management	1	.3
Ground Staff	80	26.7

### 4.2 Job categories that have the propensity for resignations

This section is about answering the first research question which is about job categories that have the propensity to leave. Respondents were asked to select the



one job they perceived to be frequently linked to leaving. The question was ‘In this firm, who have been leaving the job frequently?’ Max Weber’s typology of jobs was used as a category. The responses show that those who belonged to the upper middle Class (Associate Professional and technical Occupations) like drivers, messengers, cleaners were leading accounting for  $n = 110$  (36.6%) and were followed by lower middle class like clerical staff, plumbers, electricians and auto mechanics who for accounted for  $n = 103$  (34.3%). The rest contributed a rather small number. It was not expected that white collar professionals who belonged to the upper Middle Class like IT Technologists, accountants, and laboratory scientists, human resource practitioners tended to leave (See Table 4.2).

**Table 4.2 Job Categories and Propensity to Leave**

<b><i>Job category</i></b>	<b><i>Frequency</i></b>	
	<b><i>n</i></b>	<b><i>%</i></b>
A Propertied Class (Upper Class). Managers or directors (Lawyers, doctors)	14	4.7
White Collar Professionals (Upper Middle Class). Associate Professional and technical Occupations (Technologists, Accountants)	73	24.3
(Lower Middle Class) Clerical, plumbers, electricians and auto mechanics	103	34.3
Upper Middle Class. Associate Professional and technical Occupations (Drivers, messengers, cleaners)	110	36.6
Total	300	100.0

While employees of Varun Food and Beverage presented their perceptions of which job titles had propensity to leave, they were also asked whether they would stay or leave the firm. In order to assess the predictability of employees leaving, two questions were asked and respondents were expected to state their preference on a seven point Likert scale with the range as follows: 1 would stand for very unlikely to stay and 7 very likely to stay whereas 4 was the median standing for unsure. The questions were as follows:

- a) How likely are you to stay with Varun Food and Beverage for another year?
- b) How likely would you be to apply to this position at Varun Food and Beverage again if you were to leave for whatever reason?

The measures for the question ‘How likely are you to stay with Varun Food and Beverage for another year?’ were rather indeterminate as they were around the mean 4. The same could be said about the question ‘How likely would you be to apply to this position at Varun Food and Beverage again if you were to leave for whatever reason?’ (See Table 4.3).

**Table 4.3 Retention Statistics**

	How likely are you to stay with Varun Food and Beverage for another year?	How likely would you be to apply to this position at Varun Food and Beverage again if you were to leave for whatever reason?	Retention score
Mean	4.23	3.96	8.19
Median	4.00	4.00	8.00
Mode	5.00	5.00	8.00
Std. Deviation	1.53	1.39	2.16
Minimum	1.00	1.00	2.00
Maximum	7.00	7.00	12.00

However, in order to have a composite score for the two questions, individual scores were summated and scores less than 5 implied that employees were Highly likely to leave the job, scores from 6 to 9 implied employees were unsure of leaving the job and from 10 to 14 implied that they were highly likely to remain to stay on the job. The majority of employees  $n = 171$  (57%) are rather unsure leaving or remaining in the firm (Table 4.4). The likelihood of remaining in the job is just about a quarter of the labour force which is just 19% and the likelihood of leaving the job is however 5 percentage points higher than that of remaining.

**Table 4.4 Projected Retention Rate**

	Frequency	Percent
Highly likely to leave	72	24.0
Not sure of leaving	171	57.0
Highly likely to remain	57	19.0
Total	300	100.0

An exploratory analysis was done to: consider suggesting hypotheses about the causes of observed phenomena, assess assumptions on which statistical inference will be based, support the selection of appropriate statistical tools and techniques, provide a basis for further data analysis and possibly formulate possible conjectures for detailed analysis.

Tests of difference of likely hood to leave or stay across the three key demographic variables was done using t test and chi square tests of associations were also done.

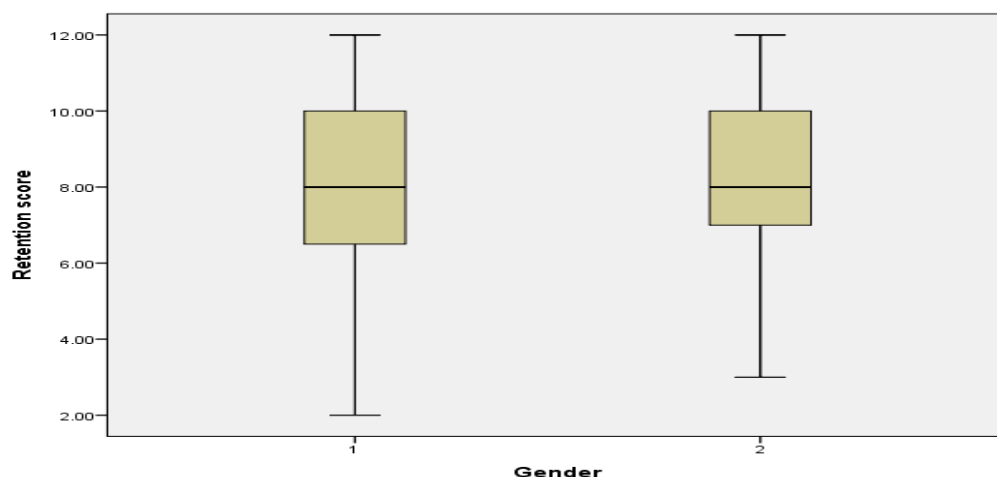
#### *Gender profile of retention*

The means for males was 8.1 (SD  $\pm$  2.1), for females was 86 (SD  $\pm$  2.2) and for (See Table 4.5).

**Table 4.5: Descriptive – Retention on the job**

City	Mean	CI mean for LB	CI mean For UB	Median	SD	Minimum	Maximum
Males	8.1	7.8	8.4	8	2.1	2	12
Females	8.6	7.8	8.6	8.3	2.2	3	12

The differences in the medians are not evident from the box plots below (Figure 4.1). Males had lower values 8.1 as compared to females who had higher values 8.6 than the male.



**Figure 4.1 Distribution of Retention sore by Gender (1 males and 2 females)**

One sample t tests were done to determine the null hypothesis as the researcher assumed that no difference exists in the mean scores on retention between male and female employees. In this test, the statistical difference was between a change score and zero to see whether any change occurred between the two genders. However these differences were statistically significant as shown by the t test results. Since  $p < 0.001$ , we reject the null hypothesis that the sample mean is equal and we conclude that the mean retention score of the sample is statistically significantly different than the mean of the overall population.

**Table 4.6: One sample t test for retention by gender**

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Gender	49.41	299	.001	1.40	1.34	1.46
Retention score	65.76	299	.001	8.19	7.95	8.44

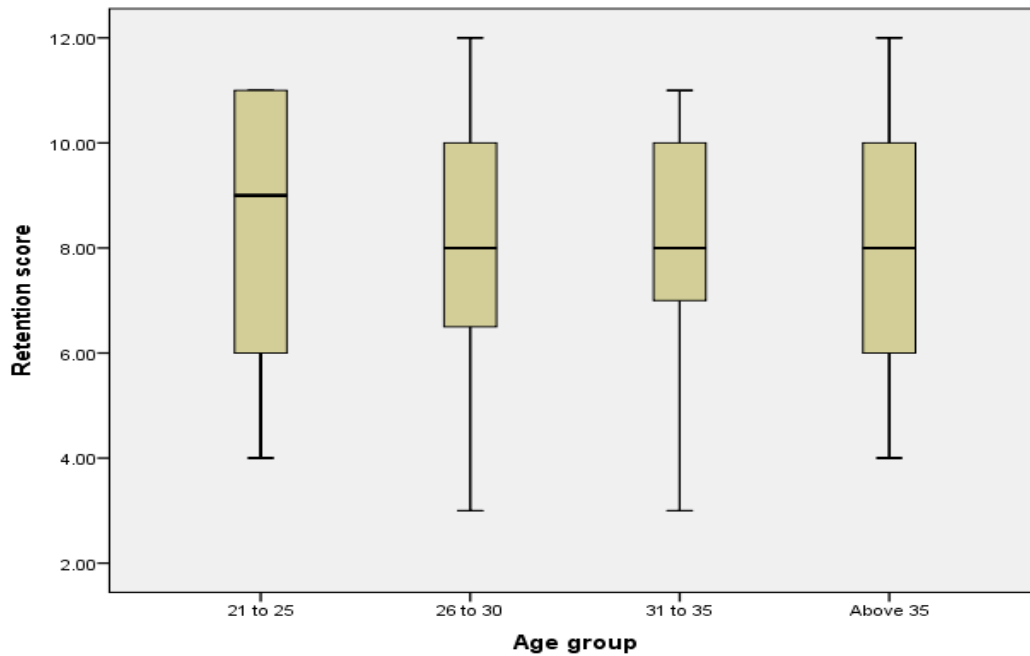
#### *Age profile of retention*

The means of all the age groups were spread around 8 ( $SD \pm 2.1$ ) and for (See Table 4.7).

**Table 4.7: Descriptive – Retention score**

City	Mean	CI mean for LB	CI mean For UB	Median	SD	Minimum	Maximum
21 to 25	8.5	7.6	9.3	9	2.3	3	12
26 to 30	8.1	7.6	8.6	8.3	2.1	3	12
31 to 35	8.1	7.6	8.7	8.0	2.1	2	11
Above 35	8.1	7.7	8.5	8	2.1	4	12

The differences in the medians are not very evident from Table 4.7 above and the box plots below (Figure 4.2) except for the age group 21 to 25 that had higher values 8.6 than the male.



**Figure 4.2 Distribution of Retention score by Age Group**

One sample t tests were done to determine the null hypothesis as the researcher assumed that no difference exists in the mean scores on retention between male and female employees. In this test, the statistical difference was between a change score and zero to see whether any change occurred across the age groups. However these differences were statistically significant as shown by the t test results. Since  $p < 0.001$ , we reject the null hypothesis that the sample mean is equal and we conclude that the mean retention score of the sample is statistically significantly different than the mean of the overall population.

**Table 4.8 One-Sample Test**

	Test Value = 0				
	t	df	Sig. (2-tailed)	$\mu$ Difference	95% Confidence Interval of the Difference
					Lower Upper
Age group	66.08	299	.001	3.97	3.86 4.10
Retention score	65.76	299	.001	8.19	7.95 8.44

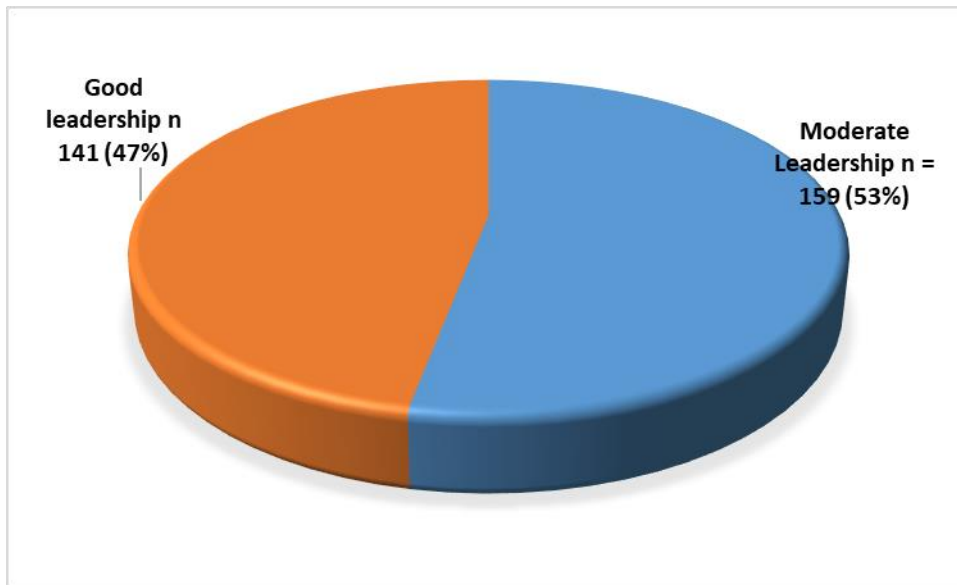
### **4.3 Testing ERC's Retention Connections Model (Reasons for losing such employees by job categories)**

This section is limited to the second research question which was 'Why does Varun Food and Beverage lose such employees in such job categories?' This question was measured using the three theoretical constructs of the ERC's Retention Connections Model as drivers and these are:

- ❑ Driver 1: Motivational Leadership Domain. Leaders should champion change and must be open to new ideas. They should inspire a shared vision of organization direction, develop the capabilities of others.
- ❑ Driver 2: Stimulating work Domain. Giving variety of assignments, autonomy to make decisions, resources, and support provided to do good work, opportunity to learn, feedback on result.
- ❑ Driver 3: Recognition and rewards Domain. A job that is done well and should reinforce desired behaviours and create an emphasis and focus on recognition.

#### ***Testing Hypothesis $H_{01}$***

The first hypothesis  $H_{01}$ : Leadership is not associated with employee retention was later tested using regression and below is a presentation of findings related to Driver 1: Motivational Leadership. It is about leaders championing change. They should inspire a shared vision of organization direction, develop the capabilities of others. The only positive variables were leaders being open to new ideas, developing the capabilities of others and become a model for behaviours that reflects organization values and leaders recognising and rewarding a job that is done well (See Table 4.3) indicators that as being on the moderate side of leadership at Varun Food and Beverage (Figure 4.1).



**Figure 4.1 Profile of category of leadership**

**Table 4.3 Likert Performances on the Leadership Domain**

	<i>Strongly disagree</i>		<i>Disagree</i>		<i>Somewhat disagree</i>		<i>Agree</i>		<i>Strongly Agree</i>	
	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>	<i>n</i>	<i>%</i>
1) Leaders champion change	18	6.0	14	4.7	50	16.7	81	21.0	137	45.7
2) Leaders are open to new ideas	14	4.7	31	10.3	137	45.7	89	29.7	29	9.6
3) Leaders inspire a shared vision of organization direction	2	0.7	6	2	59	19.7	200	66.7	33	11.0
4) Leaders develop the capabilities of others and become a model for a behaviours that reflects organization values	6	2.0	5	1.7	59	19.7	169	56.3	61	20.3
5) Leaders recognize and reward a job that is done well	0	0	0	0	57	19.0	116	38.7	127	42.3
6) Leaders reinforce desired behaviours and create an emphasis and focus on recognition	49	16.3	46	15.3	95	31.7	95	31.7	15	0.5



The first hypothesis  $H_{01}$ : Leadership is not associated with employee retention was later tested using regression.

**Table 4.4 Model Summary of Leadership domain**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.108 <sup>a</sup>	.012	-.009	2.17691

a. Predictors: (Constant), Leaders reinforce desired behaviours and create an emphasis and focus on recognition. , Leaders develop the capabilities of others and become a model for a behaviours that reflects organization values. , Leaders should champion change , Leaders recognize and reward a job that is done well, Leaders are open to new ideas , Leaders inspire a shared vision of organization direction

b. Dependent Variable: Retention score.

The  $R^2$  and Adjusted  $R^2$  value is extracted from model summary table. The  $R^2$  column represents the value which indicates how much independent variable that is employee retention factors (leaders reinforce desired behaviours and create an emphasis and focus on recognition , leaders develop the capabilities of others and become a model for a behaviours that reflects organization values, leaders should champion change , leaders recognize and reward a job that is done well, leaders are open to new ideas , leaders inspire a shared vision of organization direction (Employee retention). In this case,  $R^2$  is 1.2% which is significantly variant. The remaining value represents that this model cannot explain 98.8% of the variation which means that presence of other factors can be used to describe employee quitting or not being retained in the job. 1.2% of the variance is explained by the six predictors as shown in Table 4.5.

The F and sig. values are extracted from the ANOVA table. Sig. and F value is the F-statistic with the associated p-value. The F test shows that the model has no significant linear relation to influence remaining in the job  $F(6, .573) = 2.714, p > 0.05 (0.752)$ . The results reveal that of the six factors (see table 4.6) none have an influence on employees remaining in Varun Food and Beverage (Table 4.10).

**Table 4.5 ANOVA of Leadership Domain**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	16.28	6	2.71	.57	.75
Residual	1388.50	293	4.73		
Total	1404.78	299			

a. Dependent Variable: Retention score

b. Predictors: (Constant), Leaders reinforce desired behaviours and create an emphasis and focus on recognition. , Leaders develop the capabilities of others and become a model for a behaviours that reflects organization values. , Leaders should champion change , Leaders recognize and reward a job that is done well, Leaders are open to new ideas , Leaders inspire a shared vision of organization direction

**Table 4.6 Regression Coefficients in Leadership Domain**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.66	1.23		6.23	.00
Leaders should champion change	-.06	.1	-.03	-.50	.61
Leaders are open to new ideas	.20	.16	.09	1.26	.20
Leaders inspire a shared vision of organization direction	.11	.23	.03	.49	.62
Leaders develop the capabilities of others and become a model for a behaviours that reflects organization values.	-.16	.19	-.06	-.82	.40
Leaders recognize and reward a job that is done well	.03	.19	.01	.16	.86
Leaders reinforce desired behaviours and create an emphasis and focus on recognition.	.04	.12	.02	.40	.68

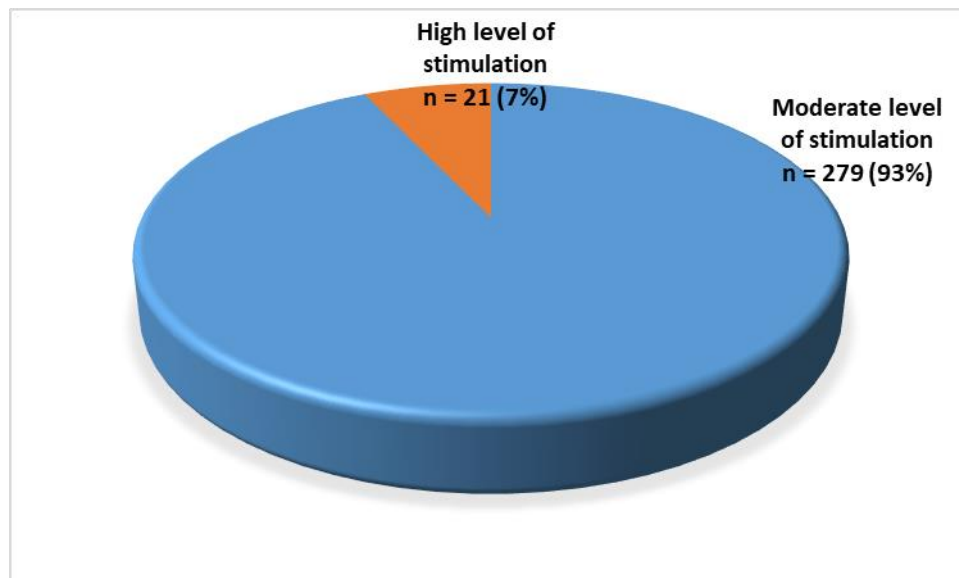
a. Dependent Variable: Retention score

### ***Testing Hypothesis $H_{02}$***

The second hypothesis  $H_{02}$ : Stimulating work is not associated with employee retention was tested and below is a presentation of findings related to Driver 2:

Stimulating work by giving variety of assignments, autonomy to make decisions, resources and support provided to do good work, opportunity to learn, feedback on result. The only positive variable is an understanding of the significance of one's personal contributions and opportunities to learn (See Table 4.7).

Generally, the work stimulation domain could be classified using the semantic differential indicators as being moderate (Figure 4.2). For those who quit, it may be due to work which has not been made stimulating as there are no varieties of assignments, or absence of autonomy to make decisions or lack of support not provided to do good work which is friendly and building.



**Figure 4.2 Profile of Category of Work Stimulation**

**Table 4.7 Likert Performances on the Work Stimulation Domain**

	Strongly disagree		Disagree		Somewhat disagree		Agree		Strongly Agree	
Work can be made stimulating by giving variety of assignments,	9	3.0	10	3.3	67	22.3	119	39.7	95	31.7
At work thee is autonomy to make decisions,	0	0	90	30.0	210	70	0	0	0	0
There are resources to work with.	21	7.0	27	9.0	123	31.7	95	31.7	34	11.3
Support is provided to do good work, friendly and building	39	13.0	159	53.0	57	19.0	45	15.0	0	0
There are opportunities given to learn,	93	31.0	207	69.0	0	0	0	0	0	0
There is timely feedback on result	0	0	35	11.7	163	54.3	57	19.0	45	15.0
There is an understanding of the significance of one's personal contributions	0	0	10	3.3	29	9.7	205	68.3	56	18.7

The hypothesis  $H_{02}$ : Stimulating work is not associated with employee retention was later tested using regression.

**Table 4.8: Model Summary Work Stimulation Domain**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.18 <sup>a</sup>	.0334	.011	2.15

a. Predictors: (Constant), There is an understanding of the significance of one's personal contributions, There are resources to work with., Work can be made stimulating by giving variety of assignments, , There are opportunities given to learn, , There is timely feedback on result , At work thee is autonomy to make decisions,, Support is provided to do good work, friendly and building

b. Dependent Variable: Retention score

The  $R^2$  and Adjusted  $R^2$  value is extracted from model summary table. The  $R^2$  column represents the value which indicates how much independent variable that is employee retention factors (There is an understanding of the significance of one's personal contributions, there are resources to work with., Work can be made stimulating by giving variety of assignments, there are opportunities given to learn, there is timely feedback on result, at work thee is autonomy to make decisions, support is provided to do good work, friendly and building (Employee retention)). In this case,  $R^2$  is 3.4% which is significantly variant. Remaining value represents that this model cannot explain 97.6% of the variation which means that presence of other factors can be used for describing employee retention 3% of the variance is explained by the following variables; there is an understanding of the significance of one's personal contributions, there are resources to work with., work can be made stimulating by giving variety of assignment, there are opportunities given to learn, there is timely feedback on result, at work thee is autonomy to make decisions,, support is provided to do good work, friendly and building in employee retention.

The F and sig. values are extracted from the ANOVA table. Sig. and F value is the F-statistic with the associated p-value. The F test shows that the model has no significant linear relation ( $F(7, 1.478) = 6.865, p > 0.05 (0.17)$ ) (Table 4.9). The results reveal that

of the seven factors (see table 4.10) only understanding of the significance of one's personal contributions ( $\beta = -.131$ ,  $p < .034$ ) has an influence on employees remaining in Varun Food and Beverage (Table 4.10). The rest do not.

**Table 4.9: ANOVA Work Stimulation Domain**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.055	7	6.865	1.478	.175
	Residual	1356.732	292	4.646		
	Total	1404.787	299			

a. Dependent Variable: Retention score

b. Predictors: (Constant), There is an understanding of the significance of one's personal contributions, there are resources to work with, work can be made stimulating by giving variety of assignments, there are opportunities given to learn, , there is timely feedback on result, at work thee is autonomy to make decisions,, support is provided to do good work, friendly and building

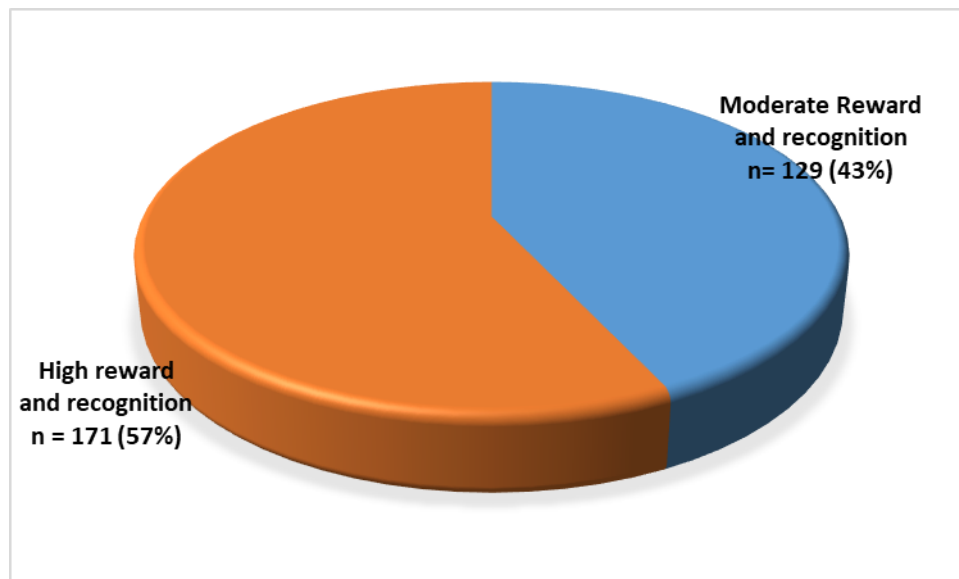
**Table 4.10 Regression Coefficients in Work Stimulation Domain**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	12.11	1.45		8.31	.000
Work can be made stimulating by giving variety of assignments,	-.211	.153	-.095	-1.38	.168
At work thee is autonomy to make decisions,	.424	1.279	.090	.332	.740
There are resources to work with.	-.025	.129	-.012	-.192	.848
Support is provided to do good work, friendly and building	-1.22	1.09	-.504	-1.11	.264
There are opportunities given to learn,	-.559	1.261	-.119	-.443	.658
There is timely feedback on result	.961	1.108	.389	.868	.386
There is an understanding of the significance of one's personal contributions	-.440	.206	-.131	-2.13	.034**

a. Dependent Variable: Retention score

### **Testing Hypothesis $H_{03}$**

The second hypothesis  $H_{03}$ : Recognition and reward are not associated with employee retention was tested and below is a presentation of findings related to Driver 3: Generally, the reward and recognition domain could be classified using the semantic differential indicators as being high rewarding and honouring (Figure 4.3). All the variables were positive (See Table 4.11). One would assume that the predictors being work a good rate of compensation for long hours of work, non-monetary benefits package being good, a retirement and gratuity package which is good, consideration for bonus and an adequate salary could have been responsible for the retention of those who were in employment.



**Figure 4.3 Profile of Category of Recognition and Reward**

**Table 4.11 Likert Performances on Recognition and Reward**

	Strongly disagree		Disagree		Somewhat disagree		Agree		Strongly Agree	
Compensation rate is good for long hours of work	17	5.7	23	7.7	58	19.3	118	39.3	84	28.0
The non-monetary benefits package is good	9	3.0	10	33.3	79	26.3	154	51.3	48	16.0
Retirement and gratuity package is good	8	2.7	8	2.7	36	12.0	79	26.3	169	56.3
Bonus is considered	21	7.0	50	16.7	76	25.3	90	30.0	63	21.0
Salary is adequate	12	4.0	14	4.7	68	22.7	162	54.0	44	14.7
Retirement benefits are ideal	13	4.3	28	9.3	35	11.7	189	63.0	35	11.7



The hypothesis  $H_{03}$ : Recognition and reward are not associated with employee retention

**Table 4.12: Model Summary Recognition and reward Domain**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.209 <sup>a</sup>	.044	.024	2.1412

a. Predictors: (Constant), Retirement benefits are ideal , The non-monetary benefits package is good , Compensation rate is good for long hours of work, Retirement and gratuity package is good, Bonus is considered, Salary is adequate

b. Dependent Variable: Retention score

The  $R^2$  and Adjusted  $R^2$  value is extracted from model summary table. The  $R^2$  column represents the value which indicates how much the independent variable that is employee retention factors (Retirement benefits are ideal, the non-monetary benefits package is good, compensation rate is good for long hours of work, retirement and gratuity package is good, bonus is considered, salary is adequate) influenced leaving the job. In this case,  $R^2$  is 3.4% which is significantly variant. In this study, the model cannot explain 4.4% of the variation which means that presence of other factors can be used for describing employee retention. 95.6% of the variance is explained by the following predictors there is an understanding of the significance of one's personal contributions, there are resources to work with, work can be made stimulating by giving variety of assignments, there are opportunities given to learn, there is timely feedback on result, at work there is autonomy to make decisions, support is provided to do good work, friendly and building in employee retention (Table 4.12).

The F and sig. values are extracted from the ANOVA table. Sig. and F value is the F-statistic with the associated p-value. The F test shows that the model has a significant linear relation  $F(6, 2.230) = 6.865$ ,  $p < 0.05$  (.040). The results reveal that of the six factors five have not contributed significantly to remaining in the firm except for retirement and gratuity package is good ( $\beta = -.139$ ,  $p < .021$ ) which has a significant influence in employees remaining at Varun Food and Beverage.

**Table 4.13: ANOVA Recognition and Reward Domain**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	61.34	6	10.22	2.23	.04
Residual	1343.44	293	4.58		
Total	1404.78	299			

a. Dependent Variable: Retention score

b. Predictors: (Constant), Retirement benefits are ideal , The non-monetary benefits package is good , Compensation rate is good for long hours of work, Retirement and gratuity package is good, Bonus is considered, Salary is adequate

**Table 4.14 Regression Coefficients in Recognition and Reward Domain**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.525	1.142		6.58	.000
Compensation rate is good for long hours of work	.086	.122	.044	.708	.480
The non-monetary benefits package is good	.194	.149	.078	1.30	.195
Retirement and gratuity package is good	-.311	.134	-.139	-2.31	.021**
Bonus is considered	.110	.119	.061	.930	.353
Salary is adequate	.177	.160	.075	1.10	.269
Retirement benefits are ideal	-.019	.156	-.009	-.125	.901

a. Dependent Variable: Retention score

In this study, only two predictors were identified to have statistically significant influence on remaining in the job and these are an understanding of the significance of one's personal contributions and retirement and gratuity package which are good. There are therefore numerous predictors of resigning or quitting from the job as shown by Sig values  $p > 0.05$  in the three models. These findings could be associated with the low rate of probability to remain in the firm which is just 19% as shown in section.

#### 4.4 Summary of findings

This study has shown that Employee Retention Connection Model is appropriate to determine quit and retention factors in a workplace. There are more factors responsible for quitting than retaining employees within the Employee Retention Connection Model. The following are the quit factors as determined in the regressions

##### *Leadership Domain*

a) Leaders should champion change
b) Leaders are open to new ideas
c) Leaders inspire a shared vision of organization direction
d) Leaders develop the capabilities of others and become a model for a behaviours that reflects organization values.
e) Leaders recognize and reward a job that is done well
f) Leaders reinforce desired behaviours and create an emphasis and focus on recognition.

##### *Work Stimulation Domain*

a) Work can be made stimulating by giving variety of assignments,
b) At work thee is autonomy to make decisions,
c) There are resources to work with.
d) Support is provided to do good work, friendly and building
e) There are opportunities given to learn,
f) There is timely feedback on result

##### *Recognition and reward Domain*

a) Compensation rate is good for long hours of work
b) The non-monetary benefits package is good
c) Bonus is considered
d) Salary is adequate
e) Retirement benefits are ideal

Upper middle class associate and technical occupations like drivers, messengers, cleaners were leading in leaving the firm accounting for  $n = 110$  (36.6%) and were followed by lower middle class like clerical staff, plumbers, electricians and auto mechanics who for accounted for  $n = 103$  (34.3%). The rest contributed a rather small number. It was not expected that white collar professionals who belonged to the upper Middle Class like IT Technologists, accountants, and laboratory scientists, human resource practitioners tended to leave.

## **CHAPTER FIVE – DISCUSSION AND CONCLUSION**

### **5.1 Interpreting the Findings**

This research has explored the causes employee loss at Varun Food and Beverage and the results of the study clearly show that the employee retention connection model has reliable predictors of employees leaving the firm. There is little that the firm's management has done to mitigate employee loss.

Relating to management and leadership as espoused in the model, this study has findings that fit into the outcomes of earlier research. Eisenberger et al. (1990) for instance established that the way employees view an organization is particularly dependent on their relationship with their supervisor. Mc Neese-Smith (1995) found that the attitude of a manager increase employee commitment to the organization. Kaye et al. (2002) laid emphasis on the fact a manager should be “a good boss” to impact retention positively. Duffield and O'Brien-Pallas (2003) were more specific in the way leadership and retention correlate and viewed participative leadership style as a contributing factor of employee retention. Kroon and Freese (2013) are also of the view that participative leadership style plays a significant role in employee retention. Andrews and Wan (2009) were less specific about the particular style of leadership that positively impacts the capability of an organization to make its employees stay. However, they noted that management plays a determinant role in employee retention and established that there is a direct correlation between employee retention and manager behaviour. The impact of management on employee retention can be viewed from two perspectives: leadership style and management support. Involvement of employee in decision making motivates them to stay in an organization. Noah (2008) observed that participation in decision-making process makes employees feel they are part of the organization and this increases loyalty and retention. As far as support is concerned, Eisenberger (2002), and Paillé (2013) observed that management support is even more important than the organizational one. According to Ellett, Ellis, Westbrook and Dews (2007) “supportive, quality

supervision” and “leadership that values employees” has a positive impact on retention. Joo (2010) mentioned the fact of being supervised in a supportive manner is a contributor to retention. Tymon, Stumpf, and Smith (2011) as well as Mignonac and Richebé (2013) identified supportive supervision from managers as a contributing factor to employee retention. Other researchers who observe the same relationship between perceived management support and retention

Considering a stimulating work place, one aspect that has to be emphasised is social support. A wide range of studies are in agreement with the findings in this study. The relationship with co-workers appears to be less a determinant factor of retention. Alexander et al. (1998) and Tai et al. (1998) identified that less support from co-workers is a contributing factor of employee loss. Wells and Thelen (2002) established a direct correlation between poor human resource practices and the ability to gain employees commit and to increase the chances of retaining them. Miller et al. (2001) noted commitment can be gained by improving feeling of belongingness. Jasper (2007) carried out a research that revealed that manager-employee relationship is the second most frequent reason why jobs are quit. Dissatisfaction with relationship with colleagues or fellow employees as in this study has been identified as factor to leave.

Organizational policies and its environment also have a bearing on a person’s decision to stay or quit. This study has shown that not providing promotion and career advancement opportunities to individuals can make them leave the firm (Kellough and Osuna, 1995). A study conducted in the United States and which relates to organizational environment is about the factors which contribute to nurses leaving their jobs. The study uncovered a number of factors. Firstly, the workplace was perceived to be unfriendly. The reasons attributed to unfriendly environment included incidents of belittling confrontations, sexual harassment, or gender abuse with co-workers. Another factor related to the nature of the job itself i.e. the emotional distress associated with patient care. Nurses not only felt heavily for sufferings of the patients but also about the inappropriate use of the advancing technologies. These issues caused negative thinking in nurses about their roles and their profession as they questioned whether the jobs they were doing were the ones they had aspired to do in their lives.

Another factor mentioned for leaving the job that could be related to this was fatigue and exhaustion. The emotional and mental exhaustion coupled with physical fatigue seemed to be a compelling reason for nurses to leave (MacKusick & Minick, 2010).

The third construct within the model is also worth pointing out. The relation between pay and retention has been the subject of many studies. Though researchers are not unanimous about the impact of pay on retention (Davies et al., 2001; Lambert et al., 2001; Gardner, et al., 2004), this study proves that it is a factor and sits well with the study done by Hytter (2007). Malkovich and Newman (2004) and Pitts et al. (2011) have been very specific. They have viewed monetary pay among all kinds of compensation as the most relevant factor in maintain employee.

- 1) This is the time to address the third research question. How could staff categorised as top talent jobs be retained?
- 2) This study recommends the need to develop a good reward system with more benefits and opportunities of rewards as this will lower the likelihood of leaving. Career development for the semi-skilled and skilled employees is another form of motivation that will retain employees. Promotion and job growth are good motivators which influenced the job performance (Damaris et al., 2016).
- 3) Workload is another key for employees to switch their jobs. Workload means the amount of job or task assigned by the superiors. There is need for the firm's management to look at work load if it is too heavy. Therefore, appropriate workload is imperative in retaining employees at the workplace and definitely not to impose much extra workload after working hours (Abdelbaset et al. 2015).
- 4) To manage retention most effectively, you need to engage in an ongoing diagnosis of the nature and causes of turnover, as well as develop (and constantly hone) the right mix of retention initiatives. That calls for thinking about retention before employees are hired, while they're working at your company, and after they leave.
- 5) The firm should build up the package and thus the sacrifice. The firm can enhance retention by increasing the sacrifices one makes when leaving. By increasing sacrifices, firms will make people reluctant to leave because they will have to give up a desirable situation. The firm can increase the required sacrifice by providing competitive benefits packages. For example, employers

can give high performing employees yearly salary increases or bonuses. The firm should also offer valued benefits and work arrangements that employees find hard to give up.

- 6) There is need for HR staff to conduct regular surveys to categorise top and critical talent jobs be retained. How, then, should the HR staff you approach this task? This would help in developing a retention Management Plan.

This would require examining each of these steps below more closely.

Step 1: Determining if Turnover a Problem is real?

This would need an effective turnover analysis examines three questions: (1) How many people are leaving (turnover rate)? (2) Who is leaving? (3) What are the relative costs and benefits of our current turnover?

Step 2: Determining how to proceed following a turnover analysis.

Step 3 and 4: Implementation and Evaluation following a turnover analysis.

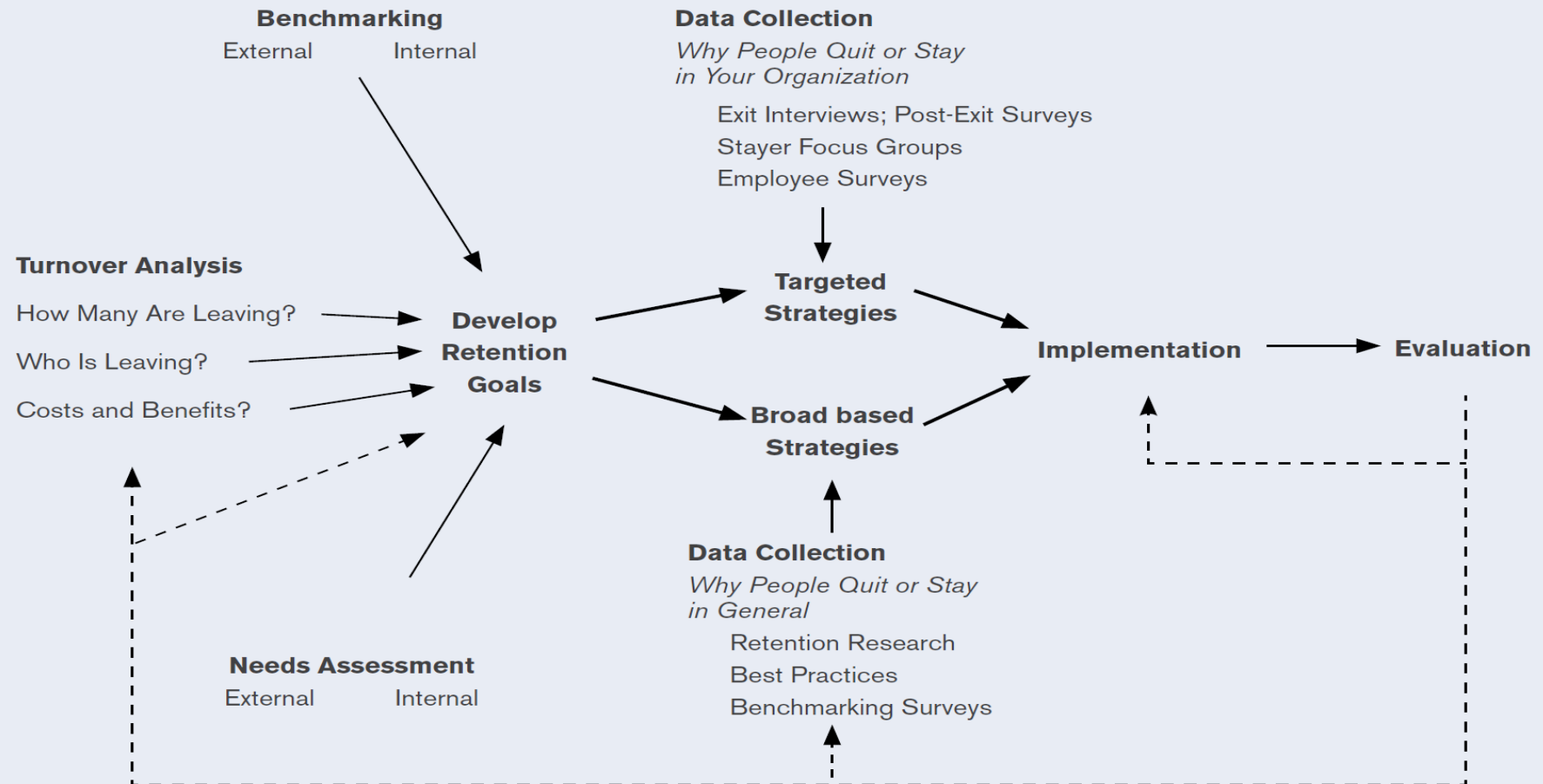
These details of the framework for employee retention for Varun Food and Beverage are elaborated in figure 5.2 below.



**STEP 1:**  
**Is Turnover a Problem for Us?**

**STEP 2:**  
**How Should We Proceed?**

**STEPS 3 and 4:**  
**Implementation and  
Evaluation**



**Figure 5.2: Developing a Retention Management Plan**

## **5.2 Conclusion**

The overall study of the dissertation has been well elaborated. The aim of this study was to design a framework for employee retention for Varun Food and Beverage. The framework addresses the factors within the Employee Retention Connection Model were Varun Food and Beverage is operating retaining employees belonging to the upper middle class followed by lower middle should be mandatory requirement.

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## Research designs used in Employee retention Studies

### Measurement of Concepts

Author	Article	Research Design	Data Collection & Technique Analysis
McKeown (2002)	Employees are the most valuable assets of a business	<ul style="list-style-type: none"> <li>qualitative research (Qualitative comments from the respondents)</li> </ul>	<ul style="list-style-type: none"> <li>by observation</li> <li>through personal interview</li> <li>through telephone interview by mailing of questionnaire</li> <li>questionnaire answered by the respondents from selected industries</li> <li>Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> <li>Stratified random sampling technique</li> </ul>
Nasir & Mahmood, (2018)	A Study of Effect of Employee Retention on Organizational Competence	<ul style="list-style-type: none"> <li>across sectional design</li> <li>qualitative research (Qualitative comments from the respondents)</li> <li>descriptive research design</li> <li>Explanatory research design</li> </ul>	<ul style="list-style-type: none"> <li>online questionnaire (questionnaire was completed by front line staff)</li> <li>structured interview</li> <li>quantitative analysis</li> <li>qualitative analysis</li> <li>purposive sampling,</li> <li>Snowball sampling, convenience sampling and self-selection sampling.</li> </ul>
Fitz-enz (1990)	Employee Retention: A Review of Literature	<ul style="list-style-type: none"> <li>descriptive research design</li> <li>Explanatory research design</li> <li>Correlational research design</li> <li>Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>Secondary data, questionnaires, interviews, observation, sampling.</li> <li>online questionnaire (questionnaire was completed by front line staff)</li> <li>structured interview</li> <li>quantitative analysis</li> <li>qualitative analysis</li> <li>purposive sampling,</li> <li>Snowball sampling, convenience sampling and self-selection sampling.</li> </ul>
L.T. Silbert. (2005)	The effect of Tangible Rewards on Perceived Organizational Support	<ul style="list-style-type: none"> <li>Descriptive research design</li> <li>Explanatory research design</li> <li>Experimental research design</li> <li>Correlational research design</li> <li>Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>online questionnaire (questionnaire was completed by front line staff)</li> <li>structured interview</li> <li>quantitative analysis</li> <li>qualitative analysis</li> <li>purposive sampling,</li> <li>Snowball sampling, convenience sampling and self-selection sampling.</li> </ul>



E. Moncraz, J. Zhao, and C. Kay. (2005)	An exploratory study on organizational practices and employee turnover and retention	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> <li>• across sectional design</li> <li>• qualitative research (Qualitative comments from the respondents)</li> </ul>	<ul style="list-style-type: none"> <li>• online questionnaire (questionnaire was completed by front line staff)</li> <li>• structured interview</li> <li>• quantitative analysis</li> <li>• qualitative analysis</li> <li>• purposive sampling, Snowball sampling, convenience sampling and self-selection sampling.</li> </ul>
F. Hlanganipai & P. Farmanulla. (2016)	Employees to stay or prompts to leave the organization and it forms a strong base for the issues faced in employee retention.	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>
N. Fox. (2012)	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test.	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>
T. Messmer. (2000)	Training and Development and Employee Retention	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> </ul>

		<ul style="list-style-type: none"> <li>• Correlational research design</li> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> <li>• Stratified random sampling technique</li> </ul>	<ul style="list-style-type: none"> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>
Payal Aggarwal (2001)	Factors contributing in employees retention	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>

J. Hoppock. (2006)	Job satisfaction is any combination of psychological, physiological and environmental circumstances	design <ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, a reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, a charts and bar diagrams.</li> </ul> Stratified random sampling technique
E. Brodie. (1995)	Employee retention, employee satisfaction and employee turnover model	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, a reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, a charts and bar diagrams.</li> </ul> Stratified random sampling technique.

## Strategies/Measures used by Firms to retain employees

### Measurement of Concepts

Author	Article	Phenomenal	Factors / strategies of Retention
McKeown (2002)	Employees are the most valuable assets of a business	Employees retention	<ul style="list-style-type: none"> <li>• Innovative compensation and benefits packages</li> <li>• Effective rewards and recognition</li> <li>• Performance management, aligning employee goals with business goals</li> <li>• Strategies for increasing employee satisfaction Measures of employee satisfaction</li> <li>• Career planning</li> <li>• .Building new-hire commitment</li> <li>• Competency-based strategies</li> <li>• Employee needs</li> <li>• Mentoring programs</li> <li>• Defined role of corporate culture</li> <li>• Use of coaching for career development</li> <li>• An employee strategy to support growth and loyalty</li> </ul>

			<ul style="list-style-type: none"> <li>• Merger and acquisition retention strategy</li> </ul>
Nasir & Mahmood, (2018)	A Study of Effect of Employee Retention on Organizational Competence	Reward and Recognition	<ul style="list-style-type: none"> <li>• Hiring the right people in right positions enable organisations to improve employee retention.</li> <li>• Supervisor support</li> <li>• Rewards &amp; Recognition</li> <li>• Work-Life policies</li> </ul>
Fitz-enz (1990)	Employee Retention: A Review of Literature	Reward and Recognition	<ul style="list-style-type: none"> <li>• compensation &amp; rewards,</li> <li>• job security,</li> <li>• training &amp; developments,</li> <li>• supervisor support culture, work environment</li> <li>• organization justice</li> </ul>
L.T. Silbert. (2005)	The effect of Tangible Rewards on Perceived Organizational Support	Reward and Recognition	<ul style="list-style-type: none"> <li>• recognition from the bosses,</li> <li>• team members,</li> <li>• co-workers and customer enhance loyalty</li> <li>• promotions and</li> <li>• job satisfaction</li> <li>• decision-making</li> </ul>
E Moncraz, J.Zhao, and C.Kay. (2005)	An exploratory study on organizational practices and employee turnover and retention	Compensation	<ul style="list-style-type: none"> <li>• honored employee status,</li> <li>• wage effects,</li> <li>• pension, life and health insurance,</li> <li>• retirement plans and allowances that include company cars or subsidized transportation</li> </ul>
F. Hlanganipai & P. Farmanulla. (2016)	Employees to stay or prompts to leave the organization and it forms a strong base for the issues faced in employee retention.	Job-Security	<ul style="list-style-type: none"> <li>• lifetime employment and seniority system, job security lead to high commitment</li> </ul>
N. Fox. (2012)	Content, causes, and consequences of job insecurity: A theory-based	Job security and model of survivor responses to layoffs	<ul style="list-style-type: none"> <li>• direct feedback.</li> <li>• client relationship:</li> <li>• new learning</li> <li>• work scheduling opportunity:</li> <li>• personal accountability:</li> <li>• direct communication flow</li> </ul>

	measure and substantive test.		
T. Messmer. (2000)	Training and Development and Employee Retention	Employee retention	<b>Individual</b> <ul style="list-style-type: none"> <li>Individual factors include gender, marital status and education among others.</li> </ul> <b>firm factors</b> <ul style="list-style-type: none"> <li>honored employee status,</li> <li>wage effects,</li> <li>performance,</li> <li>Promotion speed and effect of economic cycles.</li> </ul>
Payal Aggarwal (2001)	Factors contributing in employees retention	employee retention	<ul style="list-style-type: none"> <li>Advancement</li> <li>Type of work</li> <li>Job security</li> <li>Monetary benefits</li> <li>Working conditions</li> <li>Working hours</li> </ul>
J. Hoppock. (2006)	Job satisfaction is any combination of psychological, physiological and environmental circumstances	Job satisfaction	<ul style="list-style-type: none"> <li>salary,</li> <li>working environment,</li> <li>autonomy,</li> <li>communication and organizational commitment</li> </ul>
E. Brodie. (1995)	Employee retention, employee satisfaction and employee turnover model	Employee turnover	<ul style="list-style-type: none"> <li>Improve personnel policies,</li> <li>Improve recruitment policies,</li> <li>improve supervisory practices,</li> <li>improve grievance procedures, or</li> <li>Improve of motivation.</li> </ul>
Walsh and Taylor, (2007).	Employee Retention and attrition strategies	Employee Retention	<ul style="list-style-type: none"> <li>Promotion</li> <li>Opportunity for growth</li> <li>Work-Life Policies</li> <li>Participation in decision-making</li> <li>Work environment and employee retention</li> <li>Training and Development</li> <li>Job security and satisfaction</li> <li>identifying the economic problem</li> <li>Unionization</li> <li>Organizational culture</li> </ul>

## Job categories with propensity for resignations

## Reasons for Employees Leaving Firms

### Measurement of Concepts

Author	Article	Reason For Leaving The Job
McKeown (2002)	Employees are the most valuable assets of a business	<ul style="list-style-type: none"> <li>• Lack of Innovative compensation and benefits packages</li> <li>• Lack effective rewards and recognition</li> <li>• Poor performance management, aligning employee goals with business goals</li> <li>• Lack strategies for increasing employee satisfaction Measures of employee satisfaction</li> <li>• Lack career planning</li> <li>• Lack of competency-based strategies</li> <li>• Most of employee needs are not attended to</li> <li>• Poor mentoring programs</li> <li>• Lack of defined role of corporate culture</li> <li>• Use of coaching for career development</li> <li>• Lack of employee strategy to support growth and loyalty</li> <li>• Merger and acquisition strategy disturbs the operations</li> </ul>
Nasir & Mahmood, (2018)	A Study of Effect of Employee Retention on Organizational Competence	<ul style="list-style-type: none"> <li>• Hiring the wrong people in wrong positions enable organisations to lose employee.</li> <li>• Lack of supervisor support</li> <li>• Lack of rewards &amp; Recognition</li> <li>• Lack of Work-Life policies</li> </ul>
Fitz-enz (1990)	Employee Retention: A Review of Literature	<ul style="list-style-type: none"> <li>• Lack of compensation &amp; rewards,</li> <li>• Lack of job security,</li> <li>• Lack of training &amp; developments,</li> <li>• Lack of supervisor support culture, work environment</li> <li>• Lack of organization justice</li> </ul>
L.T. Silbert. (2005)	The effect of Tangible Rewards on Perceived Organizational Support	<ul style="list-style-type: none"> <li>• Lack of recognition from the bosses,</li> <li>• Lack of team work,</li> <li>• Lack of co-workers and customer enhance loyalty</li> <li>• Poor promotions and strategies</li> <li>• Lack of job satisfaction</li> <li>• Poor decision-making</li> </ul>
E Moncraz, J.Zhao, and C.Kay. (2005)	An exploratory study on organizational	<ul style="list-style-type: none"> <li>• Poor honoring employee status,</li> <li>• wage effects,</li> <li>• poor pension, life and health insurance,</li> </ul>

	practices and employee turnover and retention	<ul style="list-style-type: none"> <li>• poor retirement plans and allowances that include company cars or subsidized transportation</li> </ul>
F. Hlanganipai & P. Farmanulla. (2016)	Employees to stay or prompts to leave the organization and it forms a strong base for the issues faced in employee retention.	<ul style="list-style-type: none"> <li>• Lack of lifetime employment and seniority system, job security lead to low commitment, eventually leads to exit.</li> </ul>
N. Fox. (2012)	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test.	<ul style="list-style-type: none"> <li>• Poor feedback.</li> <li>• Soured client relationship:</li> <li>• Lack of new learning</li> <li>• Abnormal work schedule:</li> <li>• Lack personal accountability:</li> <li>• Lack of direct communication flow</li> </ul>
T. Messmer. (2000)	Training and Development and Employee Retention	<p><b>Individual</b></p> <ul style="list-style-type: none"> <li>• Individual factors include gender, marital status and education among others.</li> </ul> <p><b>firm factors</b></p> <ul style="list-style-type: none"> <li>• Lack of honoring employee status,</li> <li>• wage effects,</li> <li>• lack of performance,</li> <li>• Poor promotion speed and effect of economic cycles.</li> </ul>
Payal Aggarwal (2001)	Factors contributing in employees retention	<ul style="list-style-type: none"> <li>• Lack of Advancement</li> <li>• Type of work</li> <li>• Job security</li> <li>• Poor Monetary benefits</li> <li>• Poor Working conditions</li> <li>• Long working hours</li> </ul>
J. Hoppock. (2006)	Job satisfaction is any combination of psychological, physiological and environmental circumstances	<ul style="list-style-type: none"> <li>• Poor salary,</li> <li>• Poor working environment,</li> <li>• Lack of autonomy,</li> <li>• Lack of communication and organizational commitment</li> </ul>

E. Brodie. (1995)	Employee retention, employee satisfaction and employee turnover model	<ul style="list-style-type: none"> <li>• Lack of personnel policies,</li> <li>• Lack of recruitment policies,</li> <li>• Lack of improved supervisory practices,</li> <li>• Lack of improve grievance procedures, or</li> <li>• Lack of motivation.</li> </ul>
Walsh and Taylor, (2007).	Employee Retention and attrition strategies	<ul style="list-style-type: none"> <li>• Lack of Promotion</li> <li>• Lack of Opportunity for growth</li> <li>• Lack of Work-Life Policies</li> <li>• Lack of Participation in decision-making</li> <li>• Poor Work environment and employee retention</li> <li>• Lack of Training and Development</li> <li>• Lack of Job security and satisfaction</li> <li>• Identifying the economic problem</li> <li>• Lack of Union to represent the employee</li> <li>• Poor organizational culture</li> </ul>

## Research designs used in Employee retention Studies

### Measurement of Concepts

Author	Article	Research Design	Data Collection & Technique Analysis
McKeown (2002)	Employees are the most valuable assets of a business	<ul style="list-style-type: none"> <li>• qualitative research (Qualitative comments from the respondents)</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, a reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, a charts and bar diagrams.</li> <li>• Stratified random sampling technique</li> </ul>
Nasir & Mahmood, (2018)	A Study of Effect of Employee Retention on Organizational Competence	<ul style="list-style-type: none"> <li>• across sectional design</li> <li>• qualitative research (Qualitative comments from the respondents)</li> <li>• descriptive research design</li> </ul>	<ul style="list-style-type: none"> <li>• online questionnaire (questionnaire was completed by front line staff)</li> <li>• structured interview</li> <li>• quantitative analysis</li> <li>• qualitative analysis</li> <li>• purposive sampling,</li> <li>• Snowball sampling, convenience sampling and self-selection sampling.</li> </ul>



		<ul style="list-style-type: none"> <li>Explanatory research design</li> </ul>	
Fitz-enz (1990)	Employee Retention: A Review of Literature	<ul style="list-style-type: none"> <li>descriptive research design</li> <li>Explanatory research design</li> <li>Correlational research design</li> <li>Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>Secondary data, questionnaires, interviews, observation, sampling.</li> <li>online questionnaire (questionnaire was completed by front line staff)</li> <li>structured interview</li> <li>quantitative analysis</li> <li>qualitative analysis</li> <li>purposive sampling,</li> <li>Snowball sampling, convenience sampling and self-selection sampling.</li> </ul>
L.T. Silbert. (2005)	The effect of Tangible Rewards on Perceived Organizational Support	<ul style="list-style-type: none"> <li>Descriptive research design</li> <li>Explanatory research design</li> <li>Experimental research design</li> <li>Correlational research design</li> <li>Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>online questionnaire (questionnaire was completed by front line staff)</li> <li>structured interview</li> <li>quantitative analysis</li> <li>qualitative analysis</li> <li>purposive sampling,</li> </ul> <p>Snowball sampling, convenience sampling and self-selection sampling.</p>
E Moncraz, J.Zhao, and C.Kay. (2005)	An exploratory study on organizational practices and employee turnover and retention	<ul style="list-style-type: none"> <li>Descriptive research design</li> <li>Explanatory research design</li> <li>Correlational research design</li> <li>Diagnostic research design</li> <li>across sectional design</li> <li>qualitative research (Qualitative comments from the respondents)</li> </ul>	<ul style="list-style-type: none"> <li>online questionnaire (questionnaire was completed by front line staff)</li> <li>structured interview</li> <li>quantitative analysis</li> <li>qualitative analysis</li> <li>purposive sampling,</li> </ul> <p>Snowball sampling, convenience sampling and self-selection sampling.</p>
F. Hlanganipai & P. Farmanulla. (2016)	Employees to stay or prompts to leave the organization and it forms a strong base	<ul style="list-style-type: none"> <li>Descriptive research design</li> <li>Explanatory research design</li> <li>Experimental research design</li> <li>Correlational</li> </ul>	<ul style="list-style-type: none"> <li>by observation</li> <li>through personal interview</li> <li>through telephone interview by mailing of questionnaire</li> <li>questionnaire answered by the respondents from selected industries</li> <li>Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, a reliabilities for all variables have been used to express.</li> <li>Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, a</li> </ul>

	for the issues faced in employee retention.	<ul style="list-style-type: none"> <li>research design</li> <li>Diagnostic research design</li> </ul>	<p>charts and bar diagrams.</p> <p>Stratified random sampling technique</p>
N. Fox. (2012)	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test.	<ul style="list-style-type: none"> <li>Descriptive research design</li> <li>Explanatory research design</li> <li>Experimental research design</li> <li>Correlational research design</li> <li>Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>by observation</li> <li>through personal interview</li> <li>through telephone interview by mailing of questionnaire</li> <li>questionnaire answered by the respondents from selected industries</li> <li>Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>
T. Messmer. (2000)	Training and Development and Employee Retention	<ul style="list-style-type: none"> <li>Descriptive research design</li> <li>Explanatory research design</li> <li>Experimental research design</li> <li>Correlational research design</li> <li>by observation</li> <li>through personal interview</li> <li>through telephone interview by mailing of questionnaire</li> <li>questionnaire answered by the respondents from selected industries</li> <li>Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> </ul>	<ul style="list-style-type: none"> <li>by observation</li> <li>through personal interview</li> <li>through telephone interview by mailing of questionnaire</li> <li>questionnaire answered by the respondents from selected industries</li> <li>Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>

		<ul style="list-style-type: none"> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> <li>• Stratified random sampling technique</li> </ul>	
Payal Aggarwal (2001)	Factors contributing in employees retention	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>
J. Hoppock. (2006)	Job satisfaction is any combination of psychological, physiological and environmental circumstances	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique</p>
E. Brodie. (1995)	Employee retention, employee satisfaction and employee turnover model	<ul style="list-style-type: none"> <li>• Descriptive research design</li> <li>• Explanatory research design</li> <li>• Experimental research design</li> <li>• Correlational research design</li> <li>• Diagnostic research design</li> </ul>	<ul style="list-style-type: none"> <li>• by observation</li> <li>• through personal interview</li> <li>• through telephone interview by mailing of questionnaire</li> <li>• questionnaire answered by the respondents from selected industries</li> <li>• Data analyzing and testing of hypotheses statistical tools: Mean, Standard Deviation, correlations, and reliabilities for all variables have been used to express.</li> <li>• Test statistics were used with the help of M.S Excel, and SPSS, for the presentation of the data, tables, and charts and bar diagrams.</li> </ul> <p>Stratified random sampling technique.</p>

## Strategies/Measures used by Firms to retain employees

### Measurement of Concepts

Author	Article	Phenomenal	Factors / strategies of Retention
McKeown (2002)	Employees are the most valuable assets of a business	Employees retention	<ul style="list-style-type: none"> <li>• Innovative compensation and benefits packages</li> <li>• Effective rewards and recognition</li> <li>• Performance management, aligning employee goals with business goals</li> <li>• Strategies for increasing employee satisfaction Measures of employee satisfaction</li> <li>• Career planning</li> <li>• .Building new-hire commitment</li> <li>• Competency-based strategies</li> <li>• Employee needs</li> <li>• Mentoring programs</li> <li>• Defined role of corporate culture</li> <li>• Use of coaching for career development</li> <li>• An employee strategy to support growth and loyalty</li> <li>• Merger and acquisition retention strategy</li> </ul>
Nasir & Mahmood, (2018)	A Study of Effect of Employee Retention on Organizational Competence	Reward and Recognition	<ul style="list-style-type: none"> <li>• Hiring the right people in right positions enable organisations to improve employee retention.</li> <li>• Supervisor support</li> <li>• Rewards &amp; Recognition</li> <li>• Work-Life policies</li> </ul>
Fitz-enz (1990)	Employee Retention: A Review of Literature	Reward and Recognition	<ul style="list-style-type: none"> <li>• compensation &amp; rewards,</li> <li>• job security,</li> <li>• training &amp; developments,</li> <li>• supervisor support culture, work environment</li> <li>• organization justice</li> </ul>
L.T. Silbert. (2005)	The effect of Tangible Rewards on Perceived Organizational Support	Reward and Recognition	<ul style="list-style-type: none"> <li>• recognition from the bosses,</li> <li>• team members,</li> <li>• co-workers and customer enhance loyalty</li> <li>• promotions and</li> <li>• job satisfaction</li> <li>• decision-making</li> </ul>
E Moncraz, J.Zhao, and C.Kay. (2005)	An exploratory study on organizational practices and	Compensation	<ul style="list-style-type: none"> <li>• honored employee status,</li> <li>• wage effects,</li> <li>• pension, life and health insurance,</li> <li>• retirement plans and allowances that include company cars or subsidized transportation</li> </ul>

	employee turnover and retention		
F. Hlanganipai & P. Farmanulla. (2016)	Employees to stay or prompts to leave the organization and it forms a strong base for the issues faced in employee retention.	Job-Security	<ul style="list-style-type: none"> <li>lifetime employment and seniority system, job security lead to high commitment</li> </ul>
N. Fox. (2012)	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test.	Job security and model of survivor responses to layoffs	<ul style="list-style-type: none"> <li>direct feedback.</li> <li>client relationship:</li> <li>new learning</li> <li>work scheduling opportunity:</li> <li>personal accountability:</li> <li>direct communication flow</li> </ul>
T. Messmer. (2000)	Training and Development and Employee Retention	Employee retention	<b>Individual</b> <ul style="list-style-type: none"> <li>Individual factors include gender, marital status and education among others.</li> </ul> <b>firm factors</b> <ul style="list-style-type: none"> <li>honored employee status,</li> <li>wage effects,</li> <li>performance,</li> <li>Promotion speed and effect of economic cycles.</li> </ul>
Payal Aggarwal (2001)	Factors contributing in employees retention	employee retention	<ul style="list-style-type: none"> <li>Advancement</li> <li>Type of work</li> <li>Job security</li> <li>Monetary benefits</li> <li>Working conditions</li> <li>Working hours</li> </ul>
J. Hoppock. (2006)	Job satisfaction is any combination of psychological, physiological and environmental circumstances	Job satisfaction	<ul style="list-style-type: none"> <li>salary,</li> <li>working environment,</li> <li>autonomy,</li> <li>communication and organizational commitment</li> </ul>

E. Brodie. (1995)	Employee retention, employee satisfaction and employee turnover model	Employee turnover	<ul style="list-style-type: none"> <li>• Improve personnel policies,</li> <li>• Improve recruitment policies,</li> <li>• improve supervisory practices,</li> <li>• improve grievance procedures, or</li> <li>• Improve of motivation.</li> </ul>
Walsh and Taylor, (2007).	Employee Retention and attrition strategies	Employee Retention	<ul style="list-style-type: none"> <li>• Promotion</li> <li>• Opportunity for growth</li> <li>• Work-Life Policies</li> <li>• Participation in decision-making</li> <li>• Work environment and employee retention</li> <li>• Training and Development</li> <li>• Job security and satisfaction</li> <li>• identifying the economic problem</li> <li>• Unionization</li> <li>• Organizational culture</li> </ul>



## Questionnaire

Gender

Age

Age group

Grievance handling system

Department

### **Section B - Leadership**

Leaders should champion change

Leaders are open to new ideas

Leaders inspire a shared vision of organization direction

Leaders develop the capabilities of others and become a model for a behaviors that reflects organization values.

Leaders recognize and reward a job that is done well

Leaders reinforce desired behaviors and create an emphasis and focus on recognition.

### **Section C - Stimulating work**

Work can be made stimulating by giving variety of assignments,

At work there is autonomy to make decisions,

There are resources to work with.

Support is provided to do good work, friendly and building

There are opportunities given to learn,

There is timely feedback on result

There is an understanding of the significance of one's personal contributions

### **Section D - Reward and recognition**

Compensation rate is good for long hours of work



The non-monetary benefits package is good

Retirement and gratuity package is good

Bonus is considered

Salary is adequate

Retirement benefits are ideal

How likely are you to stay with Varun Food and Beverage for another year?

How likely would you be to apply to this position at Varun Food and Beverage again if you were to leave for whatever reason?